

LIGHT INFANTRY BATTALION RESOURCES, BATTALION-LEVEL OPERATIONS, AND BATTALION STAFF

Subcourse Number IN0768

EDITION B

**United States Army Infantry School
Fort Benning, Georgia 31905**

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SUBCOURSE OVERVIEW

This subcourse is designed to help you learn to identify and select the resources that are organic, attached to, or in support of a Light Infantry Battalion. It will enable you to identify and select the capabilities, limitations, vulnerabilities, command and control systems for battalion-level operations. You will also be able to identify and select the composition and responsibilities of battalion staff officers.

There are no prerequisites for this subcourse.

This subcourse reflects the doctrine which was current at the time it was prepared. In your own work situation, always refer to the latest publications.

The words "he," "him," and "men," when used in this publication represent both the masculine and feminine genders unless otherwise stated.

TERMINAL LEARNING OBJECTIVE:

ACTION: Identify and select the resources that are organic, attached to, or in support of a light Infantry Battalion. Identify and select the capabilities, limitations, vulnerabilities, and command and control systems for battalion-level operations.

CONDITION: Given information contained in this lesson.

STANDARDS: You must correctly answer 70% (or more) of the questions on a multiple-choice test covering the test material.

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LESSON

LIGHT INFANTRY BATTALION RESOURCES, BATTALION-LEVEL OPERATIONS, AND BATTALION STAFF

OVERVIEW

LESSON DESCRIPTION:

In this lesson, you will learn to identify and select the resources that are organic, attached to, or in support of a Light Infantry Battalion. You will also learn to identify and select the capabilities, limitations, vulnerabilities, command and control systems for battalion-level operations. In addition, you will learn to identify and select the composition and responsibilities of battalion staff officers.

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REFERENCES: The material contained in this lesson was derived from the following publications:
FM 7-72
[FM 101-5](#)

INTRODUCTION

This lesson discusses the organization of the light infantry battalion, its capabilities, vulnerabilities, limitations, and structure. It also identifies coordinating and special staff officers and their responsibilities, the staffs of smaller units and the functions of those staffs, and the combat, combat support, and combat service support units available to augment the capabilities of the light infantry battalion.

PART A - ORGANIZATION

1. Composition.

The light infantry battalion is composed primarily of footmobile fighters who are organized, equipped, and trained to conduct effective combat actions against light enemy forces. Under concepts of AirLand Battle doctrine, the battalion is organized to have utility at all levels of intensity and is capable of mission accomplishment under all environmental conditions. Battalions are fully prepared to engage in small-unit independent operations at considerable distances from command and control headquarters. The complexities of the AirLand battlefield represent significant organizational and operational challenges to the commander. A thorough knowledge of the capabilities and limitations of the light infantry battalion is imperative so that the commander can maximize the effects that this organization produces.

2. Battalion Elements.

This paragraph discusses the elements of the light infantry battalion.

a. Capabilities. The capabilities of the light infantry battalion are discussed in the following subparagraphs.

(1) Division Close Combat Maneuver Force. The division's close combat maneuver force is the light infantry battalion. The thrust of the maneuver force design was toward a very light, extremely deployable organization that responds quickly to situations anywhere in the world. This unit is capable of conducting the full range of infantry missions, in all types of terrain and climactic conditions, against enemy light forces. It can operate against enemy heavy forces in close terrain where the advantages of enemy armor and vehicular mobility are diminished. The battalion has a high density of night observation devices and weapons sights to optimize its ability to fight under limited visibility conditions.

(2) Composition of Light Infantry Battalion. Light infantry battalions, primarily composed of footmobile fighters with lightweight weapon systems, are rapidly deployable and easily sustained by an austere support structure. Their training capitalizes on fighting in rough, restrictive terrain such as dense forests, jungles, mountains, and urban areas. Light infantry battalions can:

- o Conduct offensive and defensive operations, especially at night, in all types of environments. Night operations are the forte of the light infantry.
- o Conduct independent small-unit operations.
- o Command and control widely dispersed organic forces as well as augmenting forces down to platoon level.
- o Conduct air assault operations.
- o Conduct rear area operations.
- o Participate in amphibious operations.
- o Operate in conjunction with heavy forces.
- o Conduct military operations on urban terrain (MOUT) .
- o Participate in peacekeeping operations.

b. Limitations. The light infantry battalion, by its austere nature, has several employment limitations. Its tactical mobility is constrained by its limited organic vehicles and the limited aircraft and ground transport systems in the division. Designed to maximize the combat-to-support ratio, there is very little redundancy in the light infantry battalion. This requires cross training in several low-density military specialties. When deployed into a hostile environment, the battalion normally requires local air superiority and naval gunfire, if available.

c. Vulnerabilities. The structure and organization of light infantry battalions makes them vulnerable to--

- o Nuclear, biological, chemical (NBC) attacks. Contamination avoidance is the highest priority NBC defense task.
- o Attack by heavy forces.
- o Attack by indirect fire.
- o Air attacks. It is essential for units to be technically proficient in small-arms air defense and passive protective measures, as air defense artillery (ADA) assets are limited.

d. Structure. The light infantry battalion is organized to provide command, control, combat support (CS) , and combat service support (CSS) for three rifle companies. It consists of a headquarters company (HHC) and three rifle companies, as shown in [Figure 1-1](#). There are 34 officers, two warrant officers, and 524 enlisted men in the light infantry battalion. Its mission is to close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat, and counterattack. In addition, the light infantry battalion conducts stability operations in an internal defense and internal development environment.

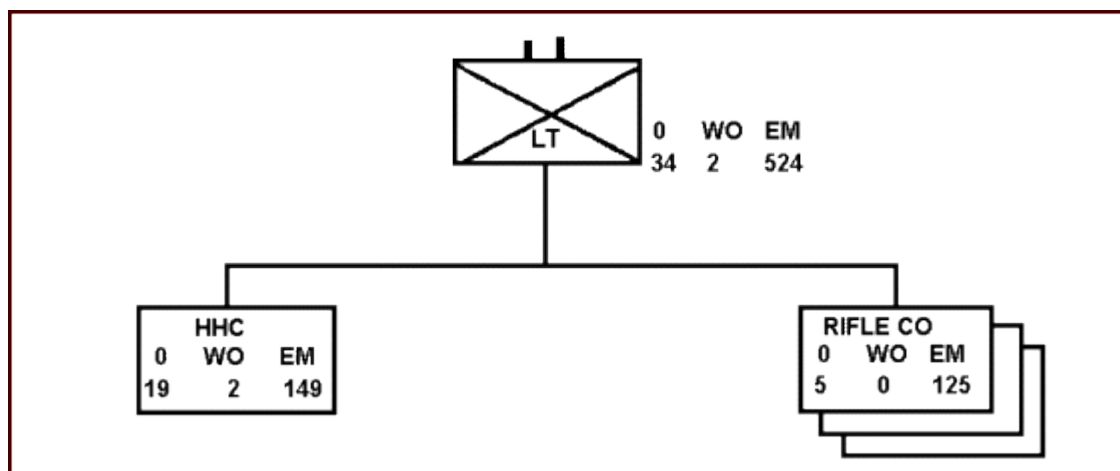


Figure 1-1. Light infantry battalion

e. Headquarters and Headquarters Company (HHC) . The HHC is depicted in [Figure 1-2](#) and contains the CS and CSS elements for the battalion. The battalion headquarters provides command, control, and supervision of the light infantry battalion and attached units. The headquarters company provides administrative, logistical, and personnel support for the battalion staff sections. It also provides reconnaissance, mortar, and antitank fire support, administrative, logistical, and unit medical support for the battalion and attached units. The headquarters company is comprised of 19 officers, two warrant officers, and 149 enlisted men. There are five officers and 125 enlisted men in each of the three rifle companies.

(1) Command Section. The command section of HHC, called battalion headquarters, consists of the battalion commander, battalion executive officer (XO) , command sergeant major (CSM) , and the battalion staff. Specific duties and responsibilities of the personnel in this section are contained in [Part B](#) of these lesson.

(2) Communications Platoon. The battalion headquarters also includes the communications platoon, shown in [Figure 1-3](#). This platoon installs, operates, and maintains FM (secure voice) battalion internal wire system and retrans for the command group.

f. Combat Support. Combat support elements within the HHC include the scout, mortar, and antiarmor platoons.

(1) Scout Platoon. The scout platoon, shown in [Figure 1-4](#), the "eyes and ears" of the battalion commander, is assigned missions by the battalion operations officer with input from the battalion S2. Scout platoon missions include the:

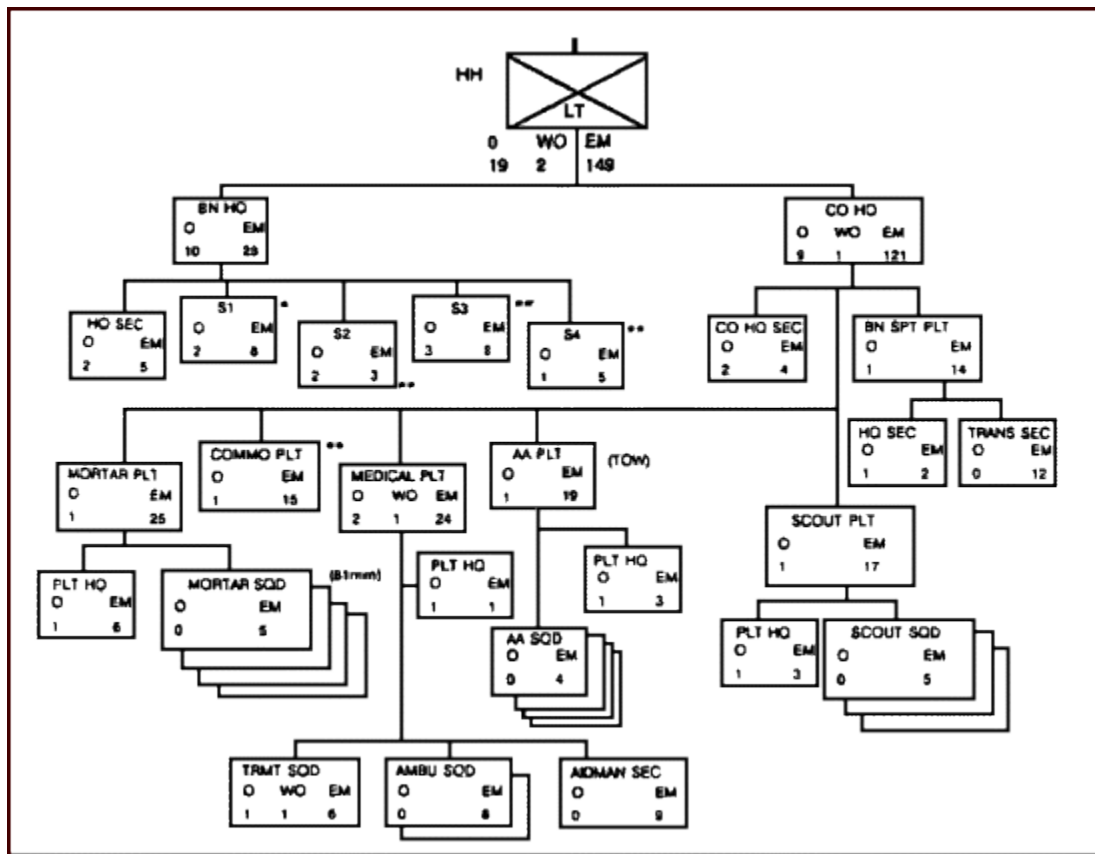


Figure 1-2. Headquarters and headquarters company

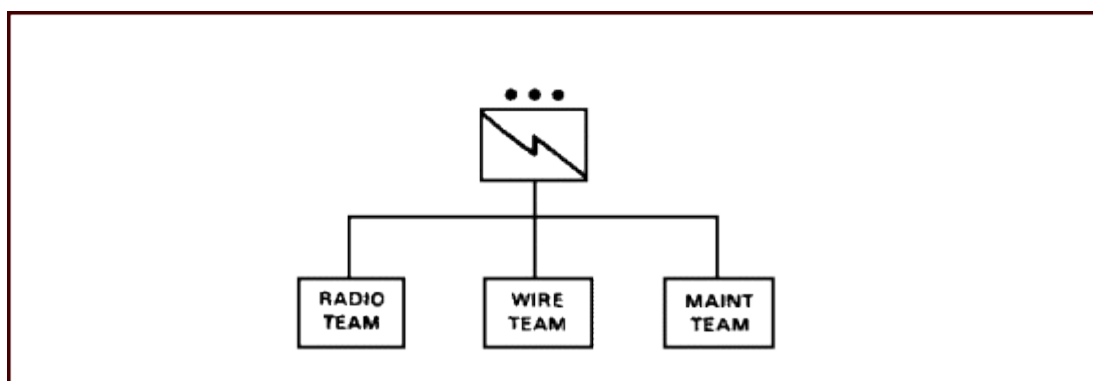


Figure 1-3. Communications platoon

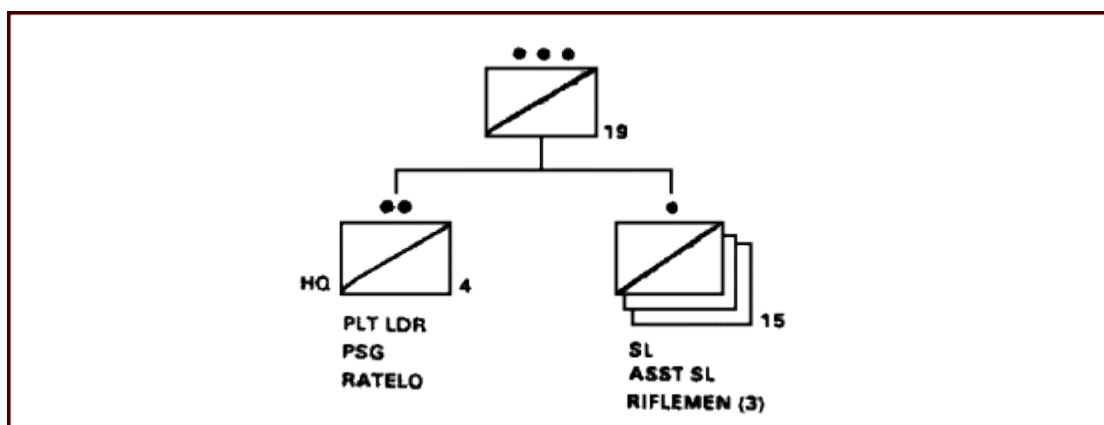


Figure 1-4. Scout platoon organization

- o Conduct zone and area reconnaissance (recon).
- o Conduct screening missions.
- o Guide quartering party elements.
- o Conduct counter-reconnaissance.
- o Establish observation posts.
- o Perform forward observer missions (a secondary role as part of other scout missions) .
- o Conduct liaison.

The scout platoon is an extremely light and footmobile element. Scouts possess no crew-served weapons. Their mission is to gather intelligence and perform limited security. Scouts avoid enemy contact and only engage enemy forces in self-defense.

The scout platoon normally operates two to eight kilometers from the battalion. The small size and foot mobility of the scout platoon dictates that they concentrate on the most likely enemy avenues of approach in the defense. The scout platoon also performs reconnaissance missions to obtain information about the enemy.

(2) Mortar Platoon. The battalion mortar platoon consists of four 81-mm mortars, M252, transported on HMMWVs. Their mission is to provide close and immediate fire support to the maneuver units. The mortar platoon organization is illustrated in [Figure 1-5](#).

(a) Employment. The battalion commander employs the mortar platoon based on the estimate of the situation and his mission, enemy, terrain, troops, and time available (METT-T) analysis. He has three options when considering how to employ the battalion mortar platoon: by platoon, section, or squad.

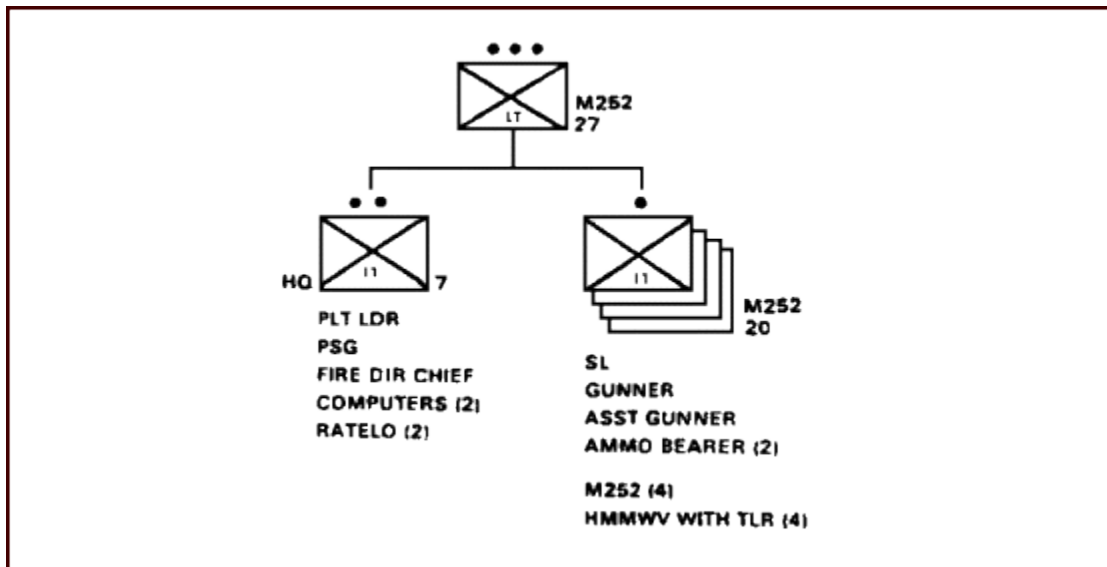


Figure 1-5. 81-mm mortar platoon organization

(b) Platoon. Under this employment option, the platoon operates from one to two firing positions and fires as one unit (all mortars on each target) under the control of the platoon leader.

(c) Section. Section employment places each section as a separate firing unit. A section normally consists of two mortars. The mortar platoon is usually employed by section to cover wide frontages providing fires within the area of responsibility of the supported maneuver element. Each section has a fire direction center (FDC) and operates on the mortar fire direction net.

(d) Squad. Squad employment places one or more mortar squads on the battlefield as separate firing units. This usually is done to support special requirements, such as--

- o One-mortar illumination missions. Roving mortar adjusting technique. Antiarmor ambush support.
- o Cover a large front or, during rear battle operations, to provide security for critical installations. Forward observers request fires from a designated squad using that squad's call sign.

(3) Operational Techniques. During all operations, the fire support officer (FSO) , in coordination with the battalion S3, assesses the methods of fire support that provide--

- o Immediate suppression at key locations.
- o Accurate first round fires.
- o Deceptions as to scheme of maneuver.
- o Minimum expenditure of ammunition.
- o Massing of fires.
- o Flexibility.

To do this, they must decide on the advantages and disadvantages of final protective fires (FPFs) , priority targets, and preplanned (not registered) targets.

(4) Support and Command Relationships. Support and command relationships are means by which commanders designate priorities for mortar fires or establish command relationships. You must be able to clearly establish priorities and command relationships as required.

(a) Support. You can specify support by assigning priority of fires or priority targets to a subordinate unit. This allows you to maintain control of your organic mortars, but it establishes who they support first.

(b) Priority Targets. Priority targets are ones on which the delivery of fires takes precedence over all the fires for the designated firing unit (element) . Give your fire support coordinator specific guidance as to when targets become priority targets and when they are no longer priority targets. Also include the desired effects-on-target and any special ammunition to be used.

(c) Command Relationships. There may be situations when the mortar platoon cannot support all of the battalion while remaining under battalion control. This situation may occur when a maneuver unit is given a mission that separates it from its parent unit. In those situations, a platoon or a section may be placed under operational control of or attached to the supported unit.

(5) Antiarmor Platoon. This platoon consists of four tube-launched, optically tracked, wire-guided (TOW) weapon systems mounted on HMMWVs with two additional HMMWVs used for command and control. The platoon operates as two sections with each section consisting of two TOW vehicles and a command and control vehicle. The antiarmor platoon organization is shown in [Figure 1-6](#).

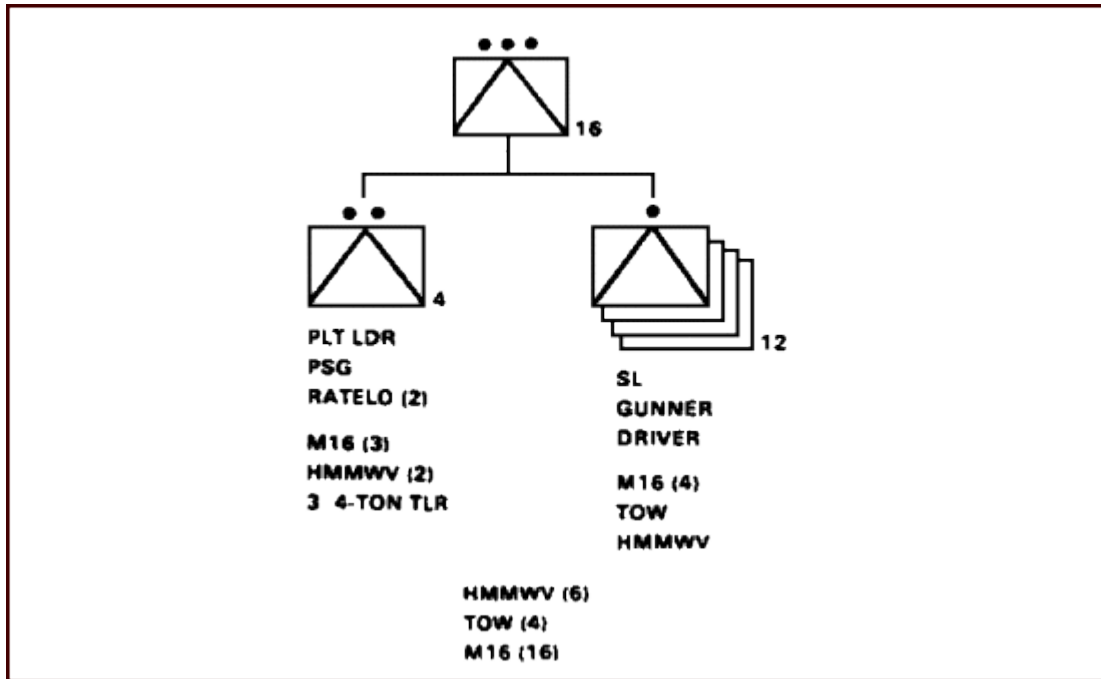


Figure 1-6. Antiarmor platoon organization

(a) Support and Control Relationships. Because antiarmor assets are critical within the battalion, the battalion commander specifies the command relationship and general location of the antiarmor sections. Command relationship is normally one of the following:

- o Attachment. During attachment, the commander receiving the antiarmor section or platoon is responsible for its administrative and logistical requirements as well as its tactical employment. The major advantage is that it provides immediate response to the commander's needs and desires.
- o Operational Control. When the antiarmor unit is placed OPCON, the receiving commander assigns tasks, designates objectives, and directs other operational controls to accomplish the mission. The major advantage is the immediate response to the commander's needs and desires without the burden of logistical support.
- o Direct Support. TOW sections are not normally assigned a direct support mission to a company. They are either attached or under OPCON to a rifle company.

- o General Support. In general support, the antiarmor platoon leader is responsible for both tactical employment and administrative and logistical support of his platoon. The major disadvantage is the degree of coordination necessary to ensure that all units are "tied in" with one another. On the other hand, the general support mission leaves a battalion with all antitank (AT) assets immediately available to influence the action. It also removes a logistical burden from the rifle company commander.

(b) Command and Control. Command and control (C²) is a complex issue that may be misunderstood sometimes under strict adherence to command relationships. While TOW platoon headquarters must be responsive to their controlling headquarters, as defined by the command relationship in the classic sense, each armored kill zone (AKZ) commander ultimately has control of all weapon systems that fire into his AKZ. Also, the AKZ commander coordinates with the engineers to emplace obstacles to enhance the effectiveness of his weapon systems.

Each obstacle that is emplaced must be covered by fire and constantly observed. Control fires by using sectors of fire, target reference points (TRPs), phase lines, engagement priorities, and established fire commands. Although the controlling headquarters may at any time relocate TOW assets, ultimately, the AKZ commander controls these fires. The sector commander has authority to shift systems among AKZs within his sector. The battalion commander has the authority to shift systems among units (sections) within the battalion defensive sector.

- o Site Selection. There are many factors to consider when selecting TOW sites. Decide which considerations are the most important in any given situation.
- o Coordination. Coordination with rifle companies for support is imperative since TOW sections have neither the personnel nor the organic firepower to protect themselves against enemy dismounted infantry or air attack. Therefore, the section leader must ensure he locates his positions where they are integrated with friendly infantry. He also must ensure their defense is included in the overall indirect fire support plan.

(6) Nonorganic Assets. Light infantry battalions receive a variety of combat support from assets nonorganic to the battalion. These assets are discussed later in this module.

g. Combat Service Support. Combat service support elements include the support and medical platoons.

(1) Battalion Support Platoon. The battalion support platoon (shown in [Figure 1-7](#)) is the principal CSS organization in the battalion. It contains three sections-transportation; ammunition; and petroleum, oil, lubricants, and water.

(2) Transportation Section. The transportation section provides an HMMWV and a trailer in direct support of each rifle company to carry the company's backup supply of rations and water and the equipment not needed for the immediate mission.

One other vehicle and trailer is used for the C² of battalion logistics operations. This vehicle and trailer is also used to move supplies and equipment for headquarters company elements that do not have organic transports. The transportation section also includes 15 motorcycles for the battalion commander's use as necessary. Normal users are for liaison, command and control, and reconnaissance. The motorcycles do not have assigned drivers.

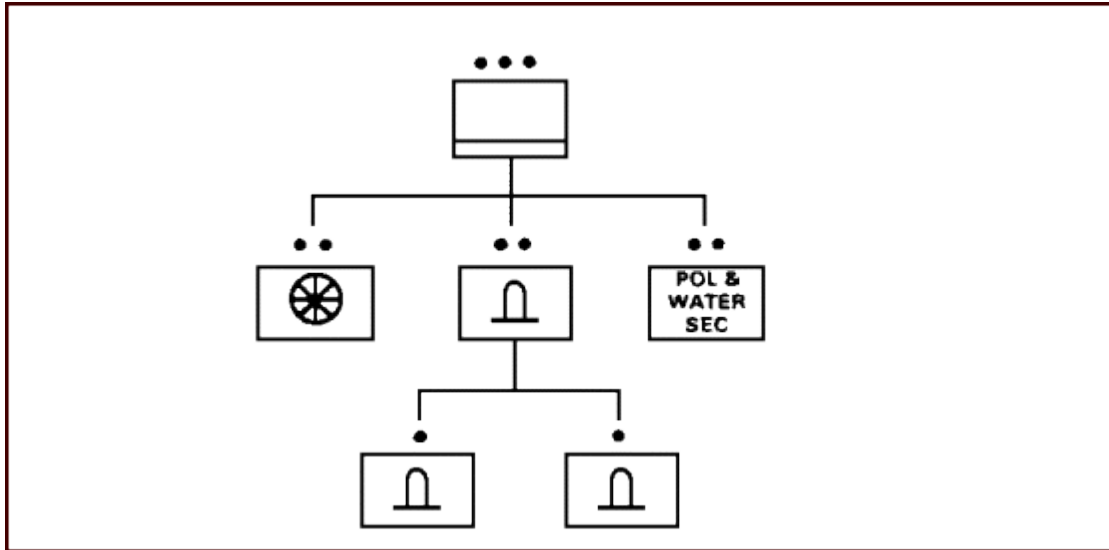


Figure 1-7. Battalion support platoon

(3) Ammunition Section. The ammunition section transports the portion of the battalion's ammunition basic load that is not issued to the companies for deployment.

(4) Other Support Sections. The petroleum and water section receives, stores, and issues bulk fuel, packaged petroleum, oil, lubricants (POL) products, and water.

h. Battalion Medical Platoon. The battalion medical platoon ([Figure 1-8](#)) provides health service support. The treatment squad's two vehicles enable them to split operations with the battalion surgeon in charge of one team and the physician's assistant in charge of the other. The medics in the combat medic section are normally attached to the rifle platoon.

i. Rifle Companies. The rifle company is the main combat element within the battalion. It receives mission from the battalion commander. It is capable of conducting missions on its own or as part of the battalion. The rifle company is extremely light and footmobile. It consists of a headquarters platoon and three rifle platoons ([Figure 1-9](#)).

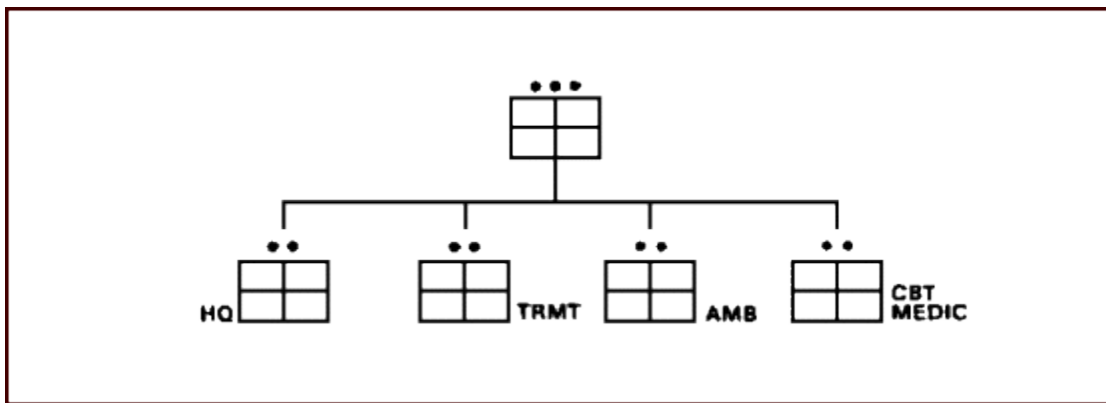


Figure 1-8. Battalion medical platoon

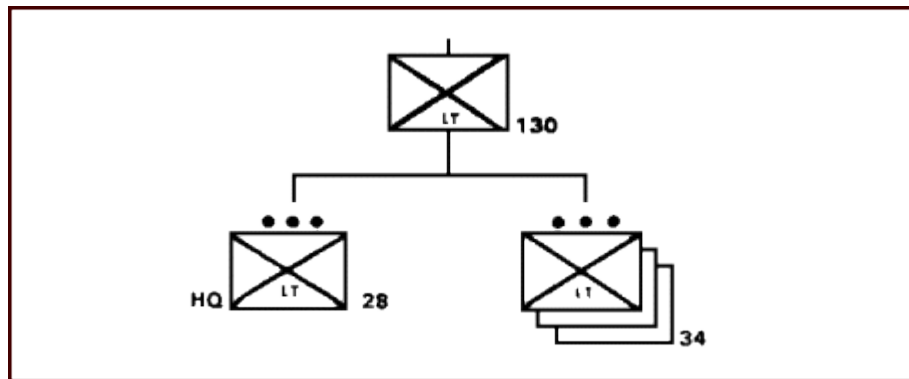


Figure 1-9. Rifle company organization

(1) Headquarters Platoon. The headquarters platoon ([Figure 1-10](#)) has a headquarters section and an antiarmor section. The medium antiarmor weapons (MAWs) are consolidated under the headquarters platoon. There are also two 60-mm mortars organic to the headquarters section.

(2) Rifle Platoon. The rifle platoon ([Figure 1-11](#)) consists of three rifle squads, each containing nine men. The squad leader and two team leaders lead by example in a "Go where I go and shoot where I shoot" mode of operation. Two M60 machine guns are placed in the platoon headquarters. These weapons are the most potent, longest ranging systems organic to the platoon. They are controlled and positioned by the platoon leader.

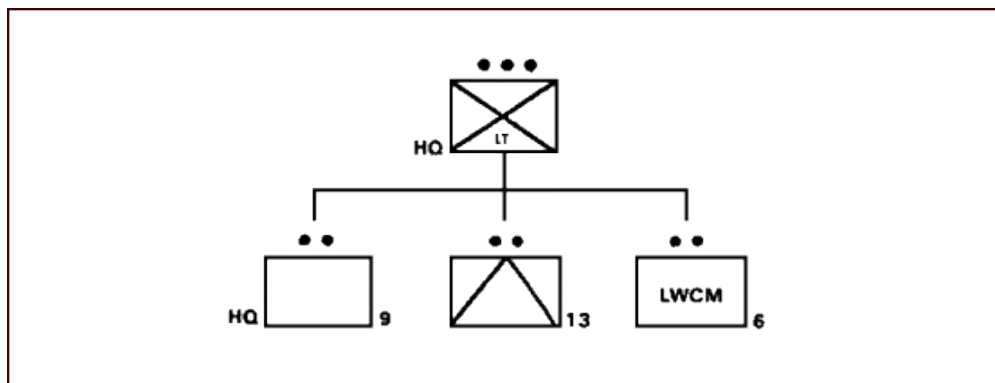


Figure 1-10. Headquarters platoon

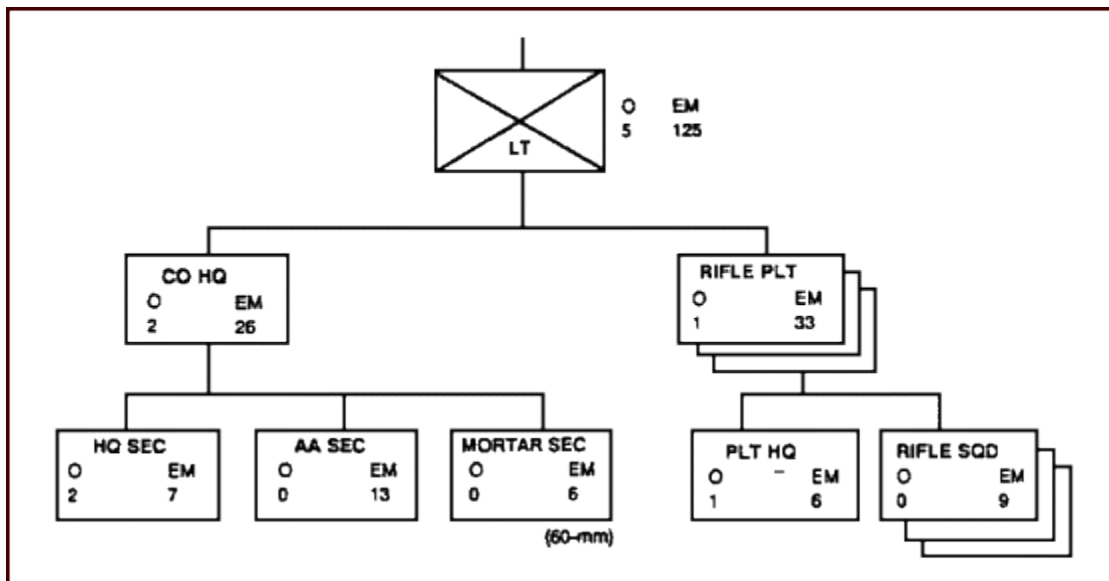


Figure 1-11. Rifle platoon within a rifle company

PART B - COMMAND AND CONTROL OPERATIONS AND STAFF

1. Command and Control.

Command and control describes the organization and techniques used by a commander to gather information, make estimates and decisions, develop concepts and plans, and supervise the execution of the plans once the orders are issued.

Command and control represents the exercise of authority and direction by a battalion commander over his force. Command serves to provide decision and direction to the battalion. It is represented in the will of the commander and the intent for all operations.

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Control, as the counterpart of command, follows up a decision and minimizes deviation from the commander's direction. It is also the application of leadership by a commander to focus combat power. Control provides supervision to the operation while synchronizing all systems so that they operate in a complementary manner.

- a. Organization. Organization of command and control is discussed in [subparagraph 2 of Part B](#) of this lesson.
- b. Staff. The staff exists to serve the commander. All members have common functions. These are to gather information, estimate, anticipate, inform, recommend, order, and supervise.

(1) Staff sections must continuously collect, collate, analyze, and disseminate information gathered from all available resources. This information must be rapidly processed to provide the commander with data that is pertinent and in a usable form for

decision making. It must be passed quickly among the staff and to units that need it while, at the same time, ensuring that it is not disclosed to the enemy.

(2) The estimating process is continuous and based on all available information. It considers all contingencies that may affect a planned course of action. Informal staff estimates are prepared to assist the commander in determining a proper course of action.

(3) The staff informs the commander, other members of the staff, and the subordinate, adjacent, and higher headquarters. Information provided is timely and oriented to the needs of the recipient.

(4) The staff makes recommendations to the commander as to policy, actions to be taken, and orders to be issued. These recommendations follow informal and timely staff coordination. The staff cues the commander when to change the mission, operating area, forces assigned, or priority of resources.

(5) Staff officers have no command authority. However, they act for the commander as he dictates or delegates. The commander may delegate authority to staff or to a specific staff officer to take final action on matters as established within command policy. The authority that he delegates to individual staff officers varies with the level and the mission of the command, the immediacy of the mission, and the staff officer's area of interest. The commander may delegate authority to staff officers to issue plans and orders without his personal approval. Such decentralization of authority promotes efficiency, reduces reaction time, and streamlines operations. Although the commander authorizes staff officers to issue orders in his name, he retains responsibility for these orders. Staff officers must keep the commander informed of actions that affect the command and the tactical situation.

NOTE: Coordinating staff, special staff officers, and small unit staffs are discussed later in this module.

c. Command and Control Systems. The arrangement of philosophy, personnel, equipment, communications, facilities, and procedures for command and control is called the command and control system. It consists of four interrelated elements.

(1) C² Philosophy. The first and most critical element is C² philosophy. This human dimension includes mission orders, intent, initiative, education of leaders, common language, telling what is to be done (not how to do the operation) , delegation of authority, and minimum restriction and trust. This philosophy decreases certainty and positive control at higher levels but yields greater certainty as opposed to order-type missions regarding execution at small-unit level.

(2) C² Organization. The second element, C² organization, is the command and staff organization of the battalion headquarters. It is how the commander has organized his staff to accomplish the mission or, as stated another way, how the commander has organized the headquarters for the conduct of operations. Included are the relationships

and authority of the staff and the functional grouping of staff sections as well as attached and supporting units.

(3) C² Process. The third element is the C² process. Generally, the command and control process is what commanders and their staff do to accomplish the mission of the command. It is the procedures used. In particular, the command and control process is embodied in the military decision-making process--the commander and the staff actions followed in arriving at and executing decisions. It also involves records, reporting systems, briefings, and so forth--in short, any procedures or techniques employed by the commander or staff.

(4) C² Facilities. The fourth and final element of the C² system is the C² facilities employed by the commander. Command and control facilities are the means that make possible the processing and effective command and control. Command and control facilities include command posts and their supporting automation and communications systems.

The command problem differs at each level. The battalion commander fights companies, task organizes platoons, and understands squads and weapons in detail. He anticipates the enemy, sets the tempo of battle, anticipates the needs for resources and orchestrates maneuver and fires.

d. Philosophy. The command and control philosophy generated by the battalion commander is the critical element in the effective functioning of the battalion. It determines whether the unit is able to function more effectively and quickly than the enemy. The dimension of the C² process is the foundation of the C² system's other three elements and the cornerstone of success in battle. Incorporated into the philosophy are the doctrinal concepts of command presence, mission orders, intent, and initiative.

(1) Command Presence. The commander positions himself on the battlefield where he can exert the greatest influence. This includes face-to-face orders in the operational area. At the same time, he does not sacrifice the ability to influence the battle by shifting the main effort or communicating orders without a loss of communication, cohesion, and effectiveness. At times, the commander may be forward with the foremost elements, while at other times, he will be in the main command post. He must have equal ability to command and control his allocated forces from either location.

To achieve this goal requires a command and staff structure that shares a common vision of how the battle is to be fought and won. This vision does not come easy. It comes through a process of education in how the commander sees the battlefield and how he analyzes the situation (the key bits of information necessary for rapid decision making) and training. To embed this vision in the command and staff chains requires preparing the components through war games, combined post exercises, and field training exercises.

Commanders who delegate authority to subordinate leaders and then coach them through the execution of tasks and missions develops units that can react faster without detailed guidance to unfolding opportunities on the battlefield.

The commander establishes an environment of trust in his leaders. Trust that gives them the freedom to operate within mission-type orders (directive control) and allows them to use initiative to execute innovative, imaginative, and audacious actions against the enemy.

(2) Mission Orders. Mission orders are fundamental to a flexible command and control system. The mission order results in directive control--control that provides a framework of what the commander wants done--not how it is to be done. Directive control is command based on tasks and purpose. The tasks combined with the situation equals a mission (who, what, when, where, and why) . Direct control implies trust and mutual respect. Mission orders combine speed of execution and increased precision of mission execution at lower levels such as company, platoon, and squad. The tradeoff in using mission orders is a decrease in certainty and control at higher levels for greater certainty regarding execution at the small-unit level.

(3) Commander's Intent. Intent describes an end result desired at the end of the current mission. It is expressed in a well-thought-out, one, or two-sentence statement of what situation the commander wants to produce. Intent is usually the purpose of the operation. It represents a shared vision of the outcome. It also answers the question of "In order to. . . ." It is the bottom line. Intent may relate to an outcome relating to the enemy, terrain, posture of friendly forces, and position of friendly forces for subsequent operations.

Intent must be understood throughout the chain of command. The battalion commander has a dual responsibility:

- o First, to understand the intent of the brigade and the division commanders (two levels up).
- o Second, to ensure his intent is understood at the company and platoon levels (two levels down) .

This is so they have freedom and responsibility to develop opportunities that the battalion and company can exploit. A clear commander's intent enhances agility, synchronization, and initiative at all levels. The intent allows the focus of the main effort to shift as needed on a fluid battlefield.

(4) Initiative. Subordinate leader initiative is derived from mission orders and the commander's intent. Together, they define the parameters of operation for a unit in the context of the desired result. More importantly, they provide the opportunity to take advantage of unforeseen opportunities which are presented on the battlefield. This inherent flexibility results in an increase in operational speed and tempo to defeat the enemy. Finally, if subordinates understand what the conditions or situation demands, then they can initiate appropriate action in the absence of orders in a rapidly changing situation.

e. Process. This subparagraph describes the critical elements of the command and control process: planning, troop leading procedures, and the decision-making process.

(1) Operations. A military operation is the carrying out of a strategic, tactical service, training, or administrative military mission. It may also be the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to win battles.

In this module, an operation is a group of similar missions. [FM 100-5](#) cites five general operations: offense, defense, joint, combined, and contingency operations. More specific operations are performed under each of these categories.

The tactics, techniques, and procedures for the various operations serve as a focus for training, and they use a common language to describe various tactics and techniques. They do not set forth a ready-made course of action for a mission.

(2) Tactics. Tactics is different from doctrine. However, it adds to doctrine. "Tactics" is a term which is often used but less often thought of in a distinct context. It comes from the Greek word "taktikos," which means "to arrange." It is the use of units in combat--the ordered placement and maneuver of units in respect to each other and to the enemy in order to use them in the best way.

The first definition says that tactics is the use of units in combat. The second definition says that tactics is the ideal way of using a unit or units so that the best possible results are achieved. Tactics in the sense of the first definition is concerned with what happens in combat. In the sense of the second definition, tactics is concerned with what should happen and supports doctrine, techniques, and procedures.

(3) Techniques. This is another level of detail or the basic method of using equipment and personnel. The phrase "tactics and techniques" is often used to refer to the general and detailed methods used by commanders and forces in carrying out their duties.

Tactics may be enhanced by techniques and procedures, by guidance from higher headquarters, or by the will of the leader assigned to the task. Techniques and procedures are intended to make a force more efficient by ensuring that the actions of various soldiers and units are uniform and that they work well with those of other soldiers or units.

(4) Procedures. A procedure is a course or mode of action that describes how to perform a certain task. This is the lowest level of detail. Procedures deal with task level performance.

(5) Decision-Making Process. The commander and staff use the military decision-making process shown in [Figure 1-12](#) to arrive at and execute tactical decisions. Time is often the most critical factor facing the commander and the staff in making decisions. There are occasions during combat when the commander may proceed through the decision-making process, issue oral orders (based on his knowledge of the situation), and not take time to formally include his staff in the process. Battalion commanders must allow ample presentation time, to include time for estimates, briefbacks, and rehearsals when possible. Light infantry, not the enemy, should set the terms and pace of the battle.

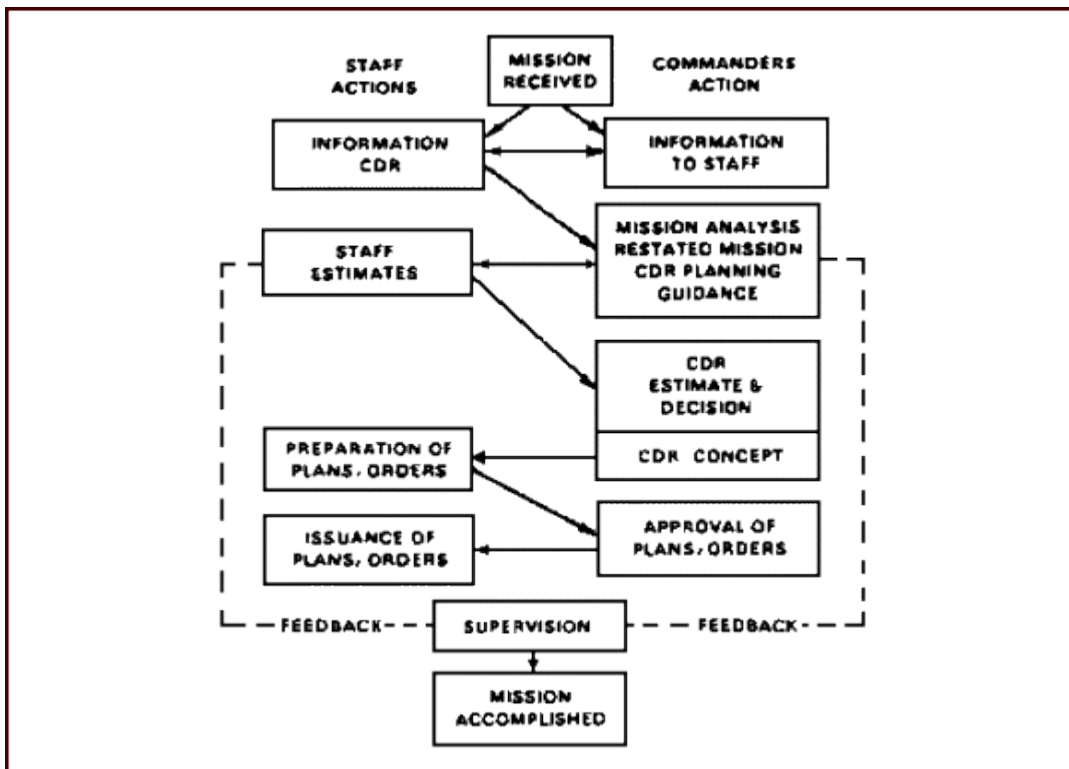


Figure 1-12. Decision-making process

(6) Troop Leading Procedures. The eight steps of the troop leading procedure ([Figure 1-13](#)) represent the process by which a leader receives a mission, plans it, and carries it out. Although time may force this to be a rapid process, all steps should be taken, even if they are taken in a matter of seconds. The troop leading steps should be an automatic way of thinking for leaders.

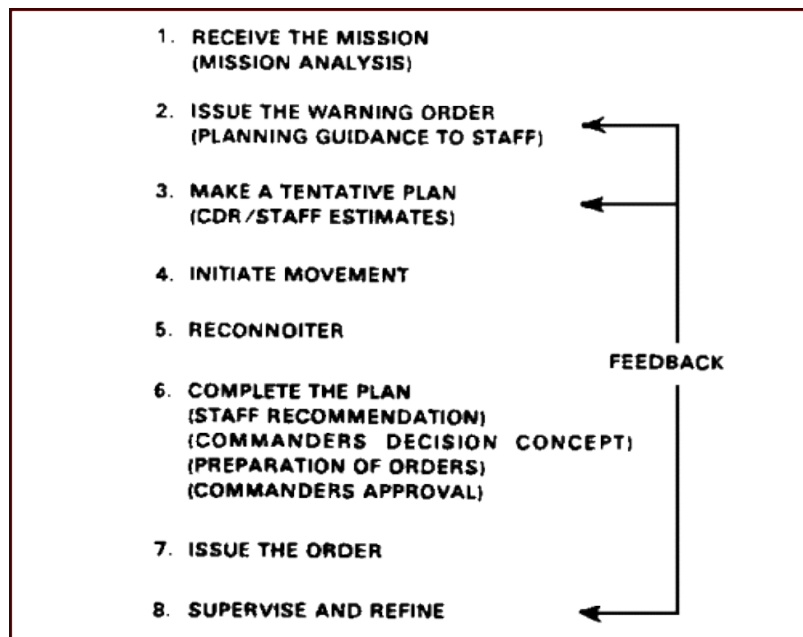


Figure 1-13. Troop leading procedure

(7) Staff Estimates. A key action for the staff in the decision-making process is the preparation of staff estimates. The estimate is as thorough as time and circumstance permit. At battalion level, estimates may be written. However, they are frequently a mental process. The estimate format provides a logical sequence for analyzing the factors affecting the mission. Information, conclusions, and recommendations from other pertinent estimates may be used. Estimates are revised continuously because--

- o Factors affect and change operations.
- o New facts are recognized.
- o Assumptions are replaced by facts or rendered invalid.
- o Changes to the mission are received or indicated

Some key estimates are as follows:

- o Personnel. The personnel estimate analyzes personnel and administration factors on soldier and unit effectiveness as they affect accomplishment of the mission. It draws conclusions and makes recommendations concerning troop preparedness, the feasibility of various courses of action from the S1's point of view, and the effects of each course of action on personnel operations.
- o Intelligence. The intelligence estimate analyzes characteristics of the area of operations and the enemy situation as they may affect the mission accomplishment. It draws conclusions and makes recommendations, as appropriate, concerning the effect of the area of operations on friendly and enemy forces, probable enemy courses of action, enemy vulnerability which can be exploited, and the feasibility of various friendly courses of action. An IPB is a graphical depiction of the intelligence estimate.
- o Operations. The operations estimate analyzes factors to determine all reasonable courses of action and the effect of these courses of action on friendly forces. It recommends a COA for accomplishing the mission. The operations estimate and the commander's estimate use the same format and generally have the same content. However, the operations estimate culminates in a recommendation rather than a decision.
- o Logistics. The logistics estimate analyzes factors to determine conclusions or recommendations as to the feasibility of various courses of action and the effect of each course on logistics operations and the mission.
- o Others. Staff estimates are not limited to those described. Every staff officer makes an estimate as it pertains to his area of responsibility. Examples are the fire support coordinator, communications-electronics officer (CEO), and civil-military operations officer (CMO S5), if augmented. Staff estimates are fully discussed in [FM 101-5](#).

(8) Intelligence Preparation of the Battlefield. IPB is a systematic approach to analyzing the enemy, weather, and terrain. It integrates enemy doctrine with terrain and weather as they relate to the mission and the specific battlefield environment. Analysis starts well before combat operations begin. The IPB process has five cyclic functions ([Figure 1-14](#)).

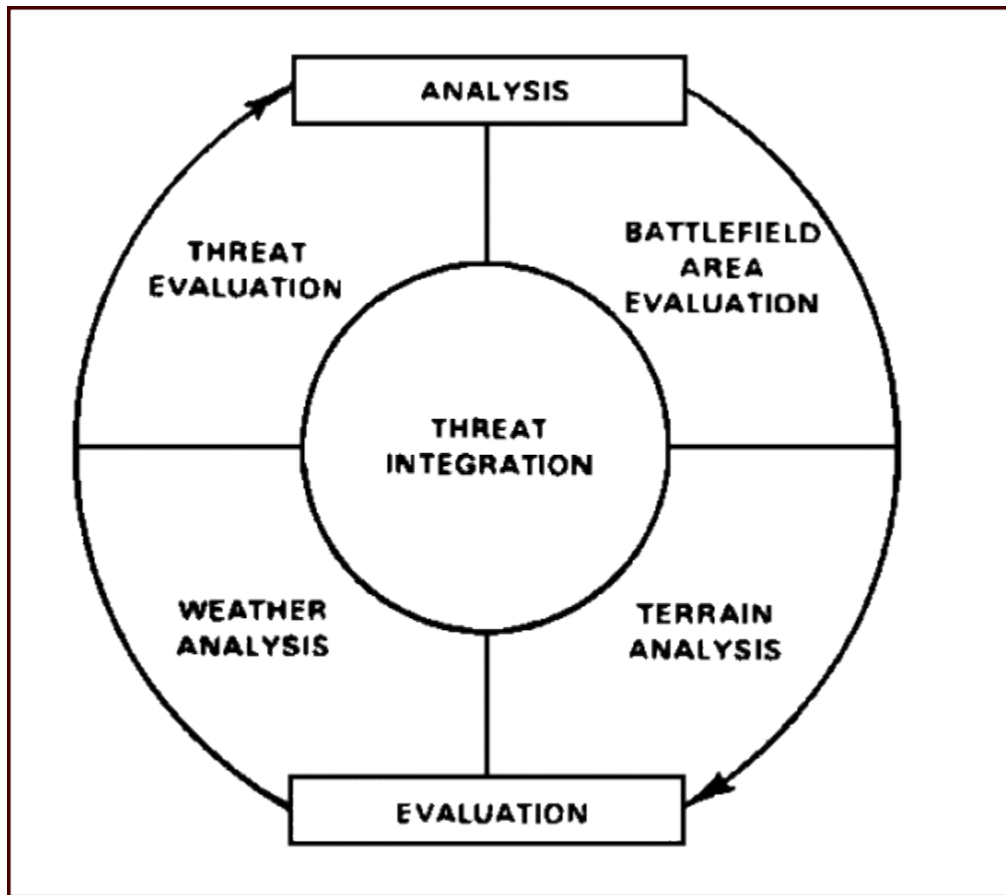


Figure 1-14. Intelligence preparation of the battlefield process

- (a) First Function. This is battlefield evaluation. Areas of operation and interest are determined.
- (b) Second Function. This is terrain analysis.
- (c) Third Function. This is weather analysis.
- (d) Fourth Function. This is enemy evaluation. Doctrinal templates are developed (with order of battle holdings) for specific groups, in specific areas, attacking specific targets. These are "doctrinal-situation" templates which reduce uncertainty and aid in the analysis of the enemy within a specific region.
- (e) Fifth Function. The nucleus of the IPB process is enemy integration, or integration of all previously evaluated data into useful products for the commander and staff. Situation templates are developed during the fourth function. The "event" template, which depicts named areas of interest (NAI) , is the next template in this function. All information taken from the current

situation map is portrayed on one or a series of pattern analysis overlays. Information can be maintained by type actions or by date-time groups. Pattern analysis affords the S2 a tool for limited prediction of future insurgent actions, their possible targets, and boundaries of operation or influence. As patterns begin to emerge, NAI, which allow for the most efficient use of collective assets, can be designated.

(9) Factors of METT-T. All tactical elements used in the troop leading procedure and command and staff actions are developed and analyzed with regard to the factors of mission, enemy, terrain, troops, and time available (METT-T) . Applying METT-T factors helps the commander isolate and address significant considerations that affect the mission. These factors are considered in each phase of the estimate.

- o Mission. The mission is analyzed early in the decision-making process to determine the critical tasks that must be performed. They are either specified tasks stated by the order or implied tasks that the commander infers. Having identified the specified and implied tasks that are essential to mission accomplishment, the commander addresses those essential tasks in his restated mission statement.

- Mission analysis determines not only what must be accomplished, but it also clearly establishes the intent or purpose of the commander ordering the mission (the why) and the limitations (when, where) placed by the higher commander.

- The commander's restated mission is the basis upon which the rest of the estimate must be done. Once the mission has been analyzed and deductions made, all other factors are considered in terms of their impact on the mission. It is therefore imperative that the mission be completely understood before continuing the estimate.

- o Enemy. The examination of enemy factors can be hasty or detailed, depending on the time available. Hasty considerations could be:

- Who is he?
 - Where is he?
 - What is he likely to do? How?
 - When?

More detailed considerations might include:

- Identification--Who is he? What size and type of unit is he?
 - Location--Where is he? Where is he going?
 - Disposition--How is he organized?
 - What are his formations?

- Strength--Friendly versus enemy.
- Morale--Esprit, experience, state of training, regular units or reserves.
- Capabilities--Electronic warfare, chemical, nuclear, air, airborne, air assault, attack helicopter.
- Composition--Armor, infantry(motorized or light) , artillery, attack helicopters, combat support.
- Probable courses of action--What is his likely mission or objective, and how will he probably attempt to achieve it?
- Enemy factors should be examined in relation to friendly factors. A deduction about the enemy should result in an action that friendly troops must carry out to counter or defeat the enemy. As enemy and friendly factors are examined together, relative strengths and weaknesses, and advantages and disadvantages become evident. The deductions and subsequent plan should seek to exploit enemy weaknesses and negate or reduce friendly weaknesses, counter enemy strengths, and take advantage of friendly strengths.

o Terrain. In all military operations, terrain analysis involves observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach (OCOKA).

- Observation and Fields of Fire. Observation applies to what can be seen. Fire determines what can be hit. These relate to both enemy and friendly forces.
- Cover and Concealment. Cover protects from fires. Concealment protects from observation. Friendly forces exploit every advantage afforded by terrain for cover and concealment. Digging fighting positions, building overhead cover and using a reverse slope are ways that the infantry can gain cover and concealment.
- Obstacles. Obstacles that impede the movement of forces must be considered by the commander. Reinforcing obstacles include minefields, roadblocks, antitank ditches, and abates. They are constructed to destroy, disrupt, canalize, and impede enemy forces; turn enemy flanks; and increase engagement times. The commander needs to know the location, extent, and strength of obstacles so that they can be incorporated in his scheme of maneuver. All obstacles must be covered by fire.
- Key Terrain. Key terrain is any area or locality that gives a marked advantage to the combatant who seizes or holds it. It is terrain that is important to mission accomplishment. Key terrain is identified in the commander's estimate or operations estimate. During an operation, key

terrain must be controlled by friendly forces. They either cover it with fire or clear and occupy it with maneuver forces.

- Avenues of Approach. Avenues of approach are considered in both offensive and defensive operations from friendly and enemy viewpoints. A good light infantry avenue of approach will cover very restrictive or impassable terrain, which allows the attacking unit to set the conditions for surprise. Other considerations are cover, concealment, and obstacles that need to be negotiated. Enemy avenues of approach are analyzed more in terms of maneuver space available, the number of enemy units an avenue can hold, obstacles that can be reinforced, and locations where the commander can disrupt and defeat the enemy.

- Weather. Weather affects men, equipment, and terrain. Adverse weather impacts on the employment of units. In light infantry, adverse weather must be exploited. The elements of leadership, time, and effort needed to care for soldiers and accomplish the mission increase proportionately with the severity of weather. Darkness, fog, and other obscurants limit battlefield visibility. Modern technology has made night operations easier to contend with, and darkness can be an asset to operations. Light infantry must control the night.

- o Troops Available. Aside from those tactical considerations, the commander must review unit morale and state of training; performance in past operations; strength--location and disposition; state of maintenance and supply; adequacy of CS and CSS; and the personalities of their leaders. He assesses the possible platoon- and company-size tasks necessary to achieve the mission and ensures he has enough troops to perform the tasks.

- o Time. This is critical to every phase of the conduct of an operation. Time, as a factor of METT-T, is a major consideration in the development of any estimate of the situation. The following are especially crucial considerations:

- Battalions allocate four-fifths of time available to subordinate units and one-fifth to themselves.
- Available time for preparation and planning, to include rehearsals to verify the plan.
- Movement times from assembly areas to sector positions, battle positions, or attack positions.
- Attack timings from the line of departure or line of contact to the objective or intermediate phase lines.
- Delay times.
- Time limits on retaining key terrain.

- Decision points and reaction times.
- Assault (destroy the enemy) timings. The size of the objectives and the strength of the enemy on the objective are considered, along with other factors of METT-T. Time and space are interrelated and impact on operations, particularly when there is a disparity in the speed and mobility of maneuver elements.

(10) Orders. Another key action for the staff in the decision-making process is the preparation of orders. A good order is characterized by clarity, completeness, brevity, the recognition of subordinate commanders' prerogatives (tell them what to do, not how to do it), and timeliness (leave ample planning time for subordinates) . Types of orders include the following:

- o Warning Orders. These give subordinate units advance notice of a contemplated action or order which is to follow. Warning orders help units and staffs initiate preparations by giving them maximum lead time.
- o Operation Orders. These give subordinate commanders the essential information needed to carry out an operation. The OPORD should include only the detail necessary for subordinate commanders to issue their own orders and effect coordination.
- o Fragmentary Orders. These provide timely changes to existing orders by incorporating instructions as they are developed and before the complete order has been developed. FRAGOs are also a way to relay specific instructions or changes in the tactical situation to commanders.
- o Admin-Log Orders. These list the commander's concept for administrative and logistic support of operations (includes administrative movements) . They are used to provide information to the supported elements, and they serve as a basis for the orders of supporting commanders to their units.
- o Standing Operating Procedures. The SOPs list procedures unique to the organization, and they are used habitually for accomplishing routine or recurring actions. They expedite operations by reducing the number, length, and frequency of other types of orders. They also simplify the preparation and transmission of other orders. They can be used to simplify training and promote understanding and teamwork. SOPs are excellent ways to advise new arrivals or attached units of procedures followed in the organization. They reduce confusion and errors.
- o Drills. A drill can be considered a type of order in that teams, crews, squads, and platoons have been trained to make certain rapid, reflexive responses based on a given command in a critical combat situation. Drills enhance survival on the battlefield; reduce reaction time in critical situations; allow soldiers to react in the absence of orders; and develop teamwork and cohesion under stress.

(11) Operational Security. Security must be maintained throughout all phases of an operation. It is imperative to deny information to the enemy about units and their intentions. Operational security is an integral part of planning, training, and combat operations.

- o Counter-reconnaissance. These actions, passive and active, deny the enemy information gained through reconnaissance. Countermeasures include destruction of enemy recon assets and countersurveillances. Counter-reconnaissance is closely linked with deception.

- o Countersurveillance. This action protects the true status of friendly activities and operations. It provides signals security, which includes:

- Communications and electronic security.
- Electronic counter-countermeasures, to protect friendly electronic emitters from threat detection, location, and identification.
- Information and physical security.

- o Countermeasures. These actions eliminate or reduce the enemy's intelligence and electronic warfare threat. They may entail anything from deception to destruction of enemy collection means. For example, smoke, aerosols, or chaff might be used during a critical period.

- o Deception. Deception is used to mislead the enemy and induce him to do something counter to his plans, ensuring security to friendly plans, operations, and activities. Examples of deception are as follows:

- Manipulation of electronic signatures.
- Falsification of material placed where it can be captured or photographed by the enemy.
- Distortion of activity so it is not what it seems.
- Feints.
- Demonstrations.
- Dummy equipment.

(12) Facilities. The fourth component of the command and control system is command and control facilities. Command and control facilities link the human and physical aspects of C². Within the battalion, these operations centers include the admin-log center in the brigade support area, the main battalion tactical operation center (TOC) , the tactical CP (TAC) , and the combat trains. Through these facilities, information is linked to the commander to preclude chaos on the battlefield.

- o Main Battalion Tactical Operation Center. Personnel at the main TOC include:

- Executive officer (XO) .
- Intelligence officer (S2) .
- Members or representatives of the coordinating staff.
- Special staff officers.
- TACP, FSE, air and naval gunfire liaison company (ANGLICO) (if attached) , and security personnel as required.

This is a planning and monitoring headquarters where the XO integrates the logistical and operational aspects of the operation. In this regard, the combat trains are located nearby. The CP site selection is made by the HHC 1SG or S3 based on the XO guidance. The battalion signal officer provides guidance on the ability to communicate effectively from the selected site. Displacement and operation guidance is prescribed in the unit SOP.

o Tactical Command Post. The tactical CP (TAC) is the commander's mobile command post. Its location is determined by where the commander can best command and control the battle. The composition of the command group depends on the situation and the desires of the commander. It generally consists of the commander, S3, S2, fire support officer, ALO, and ANGLICO, if attached.

The tactical CP is not a permanent organization and is normally prescribed by SOP and modified as necessary. It is highly mobile, enabling the commander to move about the battlefield as necessary.

The commander positions himself so that he can see the battle and issue appropriate orders at critical times. However, "seeing the battle" consists of more than being well forward in a location to observe critical actions. It implies that the TAC is in a position to receive reports on those key indicators that the commander has discussed with his subordinates and, upon receipt of these reports, he is in a position to order decisive action. The FSO must be in a position to coordinate indirect fires and respond to changes in the situation or mission with recommended changes to the fire support plan. The TACP must also be in a position to see the battlefield in order to coordinate close air support, shift preplanned CAS targets, and advise the commander on CAS issues.

An alternate command post is designated to ensure continuous command and control. The alternate CP may be the battalion mortar platoon or the admin-log center in the combat trains.

2. Battalion Staff.

In the battalion, the commander has a staff to assist him in the exercise of command. It consists of the personnel necessary to perform C² and supporting functions. The commander cannot abdicate his command responsibilities to his staff--rather, it is his job to achieve his goals through the intelligent use of the unique abilities of his staff and subordinate commanders. Functional responsibilities and interrelationships of staff elements must be clearly defined and made an SOP. Within functional elements of the staff, personnel are made responsible for accomplishing tasks assigned them, and for

coordination of their work with other staff elements according to established procedures. Failure to observe this rule leads to ambiguities in staff functioning and thus in command and control.

- a. Battalion Headquarters. The battalion headquarters consists of the commander, the executive officer, coordinating staff officers, special staff officers, personnel to support staff functions, and the command sergeant major. The headquarters is organized to allow continuous operations in combat situations.
- b. Battalion Commander. The battalion commander commands all elements of the battalion, including attachments. To use the combat power available in light infantry units, the commander must have a complete knowledge and understanding of combined arms operations. He must be capable of making timely decisions, taking the initiative, and willing to take risks. He provides subordinates with guidance for their operations, ensuring his intent is understood down to platoon level, and he allows them freedom of action in implementing his orders.
- c. Executive Officer. The executive officer is second in command and the principal assistant to the battalion commander. His primary function is to direct and coordinate the staff. He transmits the commander's decision to staff sections and, in the name of the commander, to subordinate units when applicable. The executive officer keeps abreast of the current situation and future plans and, during the commander's absence, represents him and directs action in accordance with established policy. He is prepared to assume command at any time. During preparation, planning, and recovery phases, he coordinates CSS. During the battle, he is normally located in the tactical operations center (TOC) . He follows the battle, keeps abreast of the situation, integrates CS and CSS into the overall plan, and plans for future combat operations.
- d. Command Sergeant Major. The command sergeant major(CSM) is the senior noncommissioned officer (NCO) in the battalion. He is the commander's primary advisor concerning enlisted soldiers. He must understand the administrative, logistical, and operational functions of the battalion to which he is assigned. Since he frequently is the most experienced soldier in the battalion, his attention should be focused on operations and training and how well the commander's decisions and policies are being carried out.
- e. Headquarters Company Commander. The headquarters company commander is directly subordinate to the battalion commander. He is responsible for monitoring the training of the scout, mortar, and AT platoons. He is also responsible for administrative-logistics (admin-log) support for all headquarters personnel and headquarters management.

(1) Coordinating Staff. The coordinating staff consists of an S1, S2, S3, S4, and S5 (where authorized) . They assist the commander in the exercise of command by reducing the demands on the commander's time. They assist him by--

- o Providing information.
- o Making estimates and recommendations.
- o Preparing plans and orders.

- o Supervising the execution of orders issued by, or in the name of, the commander.

(2) S1 (Adjutant). The S1 has unit staff responsibility for personnel and administrative functions, to include--

- o Maintenance of unit strength.
- o Compiling personnel estimates and coordinating with the S3 on assigning replacements.
- o Development of morale activities, to include religious activities, casualty reporting, decorations and awards, and recreational services.

In the field, the S1 normally acts as the assistant officer in charge (OIC) of the admin-log center in the combat trains.

(3) S2 (Intelligence Officer). The S2 has staff responsibilities for integrating data collection from internal and external agencies. He is responsible for the intelligence preparation of the battlefield and the intelligence estimate. The S2, in coordination with the S3, is responsible for preparing and executing reconnaissance and surveillance plans, and ensures the commander receives pertinent combat information in a timely manner.

(4) S3 (Operations and Training Officer). The S3 is the principal staff officer for the commander in matters concerning operations, plans, organization, and training. His duties require close coordination with other staff members. In addition to operational requirements, the S3 exercises staff supervision of the TOC. He is responsible for coordinating all aspects of maneuver with support (fires, electronic warfare, and obstacles) . He is responsible for all aspects of combat orders.

(5) S4 (Logistics Officer). The battalion S4 has staff responsibility for logistics (supply, transport, and maintenance services) . He supervises all logistical elements in the battalion, both organic and nonorganic. He formulates logistical policy by planning, coordinating, and supervising. He is responsible for coordinating all aspects of paragraph 4 of the operation order. Normally, the S4 is in charge of the admin-log center in the combat trains and is responsible for the arrangement, security, movement, and support of the combat trains.

(6) S5 (Civil Affairs Officer). Although not normally assigned to the battalion, there are times when the battalion will be augmented with an S5. He would have staff responsibility for all matters pertaining to the civilian impact on battalion operations. He is also responsible for those actions impacting on the relationships between the battalion and civil authorities and the people in the battalion area. He coordinates the civil military operations for the battalion and is an invaluable link to the assets of the host nation.

3. Special Staff Officers. Special staff officers are officers who have special or technical skills. Leaders of elements supporting the battalion act as special staff to commanders directly or through the coordinating staff.

- a. Signal Officer/Platoon Leader. The battalion signal officer leads the communications platoon. He coordinates and exercises technical supervision over the employment of communication systems and equipment and the training and activities of battalion communications personnel. He normally works out of the TOC under control of the S3.
- b. Tactical Intelligence Officer. He works under the supervision of the S2 and is part of the two-man battalion information coordination center (BICC) . The BICC's primary responsibility is to effectively manage the unit intelligence collecting, processing, and disseminating effort for the S2. The BICC normally operates in the TOC.
- c. Assistant S3. The assistant S3 assumes the duties of the S3 when necessary. As a member of the Army air-ground system, he coordinates the employment of close air support (CAS) with the fire support coordinator (FSCOORD) , the tactical air control party (TACP) , the forward air controller (FAC) , and the air defense section leader. He is located in the TOC during operations.
- d. Assistant S3 (Chemical Officer) . The chemical officer has staff responsibilities for NBC operations and training. He is located in the TOC during operations.
- e. Liaison NCO. Liaison NCOs represent their commanders at other headquarters. Through personal contact, they promote cooperation and coordination and facilitate the exchange of essential information.
- f. Battalion Chaplain. The battalion chaplain works in coordination with the battalion S1. The battalion chaplain's mission as special staff is to provide the battalion commander with an in-depth view of the battalion's esprit de corps and spiritual well-being and morale, as well as to provide religious services and other personal counseling to the soldier.
- g. Battalion Surgeon. The battalion surgeon is the medical advisor to the battalion commander and his staff. He also serves as the medical platoon leader and is the supervising physician (operational medicine officer) of the treatment squad. This officer is responsible for all medical treatment provided by the platoon.
- h. Physician's Assistant. This warrant officer performs general health care and administrative duties. The physician's assistant is advanced trauma life support (ATLS) qualified and works under the clinical supervision of the medical officer.
- i. Fire Support Officer. The FSO is from the field artillery (FA) battalion in direct support of the brigade. He coordinates all fire support for battalion task force operations. The FSO is a member of the command group. He stays with the commander during battle. He is responsible for coordinating the support of other services (Air Force, Navy, Marine Corps) into the fire support plan.
- j. Air Liaison Officer. The ALO is a United States Air Force (USAF) officer responsible for coordination and employment of Air Force assets in support of the battalion. He is located with the commander in the command group. The ALO advises commanders on the use of tactical air support and requests and coordinates close air support (CAS) . He also provides liaison for local

air defense measures, supervises the forward air controllers and the tactical air control party (TACP) . In the absence of the forward air controller, the ALO aids the fire support team (FIST) to plan and coordinate use of airspace.

k. Aviation Officer. The aviation officer is responsible for exercising staff supervision over technical and flight aspects of Army aviation operations. He functions in the area of employment of Army aviation assets in combat and combat support operations and coordinates closely with the ADA officer and G3.

l. Chemical Officer. The chemical officer advises the commander and staff on matters concerning offensive and defensive chemical operations, including smoke and flame operations, and assists in planning the use of nuclear and chemical weapons. He exercises technical supervision over NBC matters and activities throughout the command. The chemical officer maintains information on NBC contamination of higher, lower, and adjacent units and measures to avoid or lessen the effects of enemy NBC attacks. He recommends implementation of the command's mission oriented protective posture (MOPP).

m. Signal Officer. The battalion signal officer leads the communications platoon. He coordinates and exercises technical supervision over the employment of communication systems and equipment and the training and activities of battalion communications personnel. He normally works out of the TOC under control of the S3.

n. Air Defense. The air defense artillery (ADA) officer determines requirements for ADA units and recommends to the G3, ADA allocation to subordinate units and the command relationship between the subordinate units and supporting ADA units. He advises the commander and staff on all matters about the employment of ADA units and prepares the ADA portion of plans and orders and command SOPs. The ADA officer ensures coordination of Army ADA operations within the force and with area and regional air defense (AD) commands, AD elements of other services, and allies in the area of operations. He also plans and coordinates the use of airspace in conjunction with the aviation officer. The ADA officer functions as a member of the airspace management element (AME) . Another of his tasks is to assist other staff elements in analyzing enemy ADA capabilities and in determining measures to counter or evade suppression of enemy air defense (SEAD).

o. Engineers. If an engineer element is in support, its leader acts as a special staff officer advising the commander on employment of engineer assets. He is located at the TOC during the planning process. During the battle, the engineer unit provides an engineer representative (with radio) at the TOC to coordinate the engineer effort with the tactical plan. The engineer leader is responsible for maintaining constant communications with the battalion.

p. Miscellaneous. Psychological operations units and civil affairs or liaison personnel may work directly with the battalion. Their activities assist in coordinating civil-military activities in the area with the tactical unit. Liaison officers are also the links that tie together adjacent or other units within the battalion's area of operations.

4. Staffs of Smaller Units.

The staffs of smaller units are described in the following subparagraphs.

a. Organization and Composition. The organization and composition of a typical smaller unit staff organization are shown in [Figure 1-15](#). Smaller CSS staffs may have coordinating staff officers with functional areas of interest differing from those shown in [Figure 1-15](#) and more suited to the unit mission.

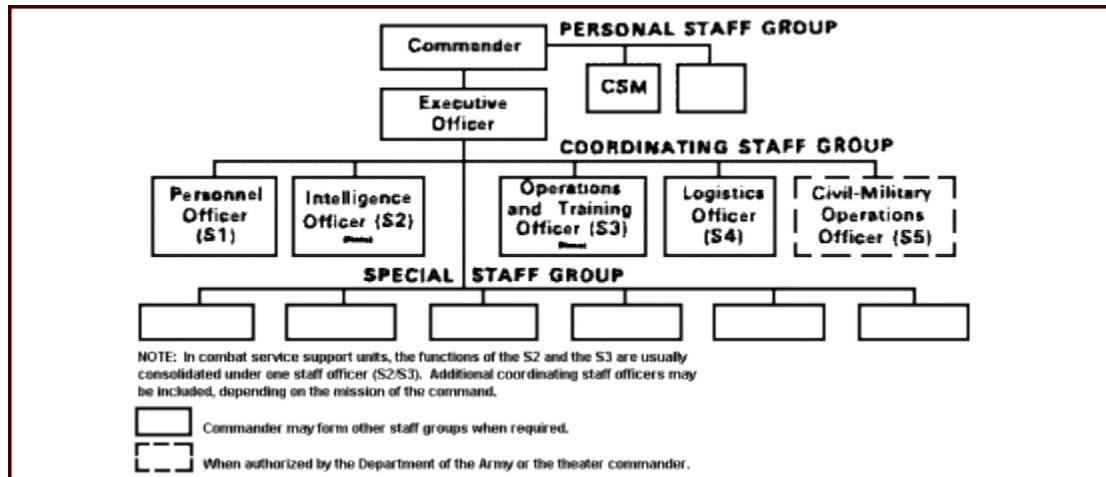


Figure 1-15. Typical smaller unit staff

Units smaller than division authorized a headquarters staff, are the brigade, regiment, group, division artillery, division support command battalion, squadron, and, in specific instances, large detachments and special commands. The staffs of units smaller than division are organized to meet unit requirements. Staff officers may be assigned both coordinating and special staff duties.

b. Functions, Duties, and Responsibilities. Staff functions of the smaller unit staff are generally the same as those for higher staffs. However, the operational nature of smaller units requires some modification. For example, the advisory planning, coordinating, and supervisory staff activities of the smaller unit staff are mostly informal and may be more abbreviated than at higher levels. However, their functional area of interest should remain when the function is present.

Typical smaller unit staff officers may include--

- (1) An Executive Officer (XO). He performs the same functions as those of a chief of staff.
- (2) A Personnel Officer (S1). He performs many of the same functions as the G1 and the Secretary of the General Staff (SGS) at higher levels.
- (3) An Intelligence Officer (S2). He performs generally the same functions as the G2 at higher levels. The S2 usually is assigned staff responsibility for relaying, on request, local weather observations to the division staff weather officer.

(4) An Operations and Training Officer (S3). He performs generally the same functions as the G3 plus operational functions of special staff officers who may not be members of the smaller unit staff (for example, the engineer staff officer).

(5) A Logistics Officer (S4). He performs generally the same functions as the G4 at higher levels.

(6) Civil-Military Operations (CMO) Officer (S5). He, when authorized, performs generally the same functions as the G5 and controls the civil affairs assets of the command when an S5 is not authorized, the commander designates an officer, usually the S3, to be responsible for CMO functions. The coordination of staff functional relationships is shown in [Figure 1-16](#). Staff specialists on smaller unit staffs include officers trained to work with assigned or attached specialist groups. The specialists generally function as technical advisors and may include--

(a) Communications-Electronics (C-E) Officer. At battalion level, he also commands the communications platoon or section except in the FA battalion where a C-E platoon leader also is assigned.

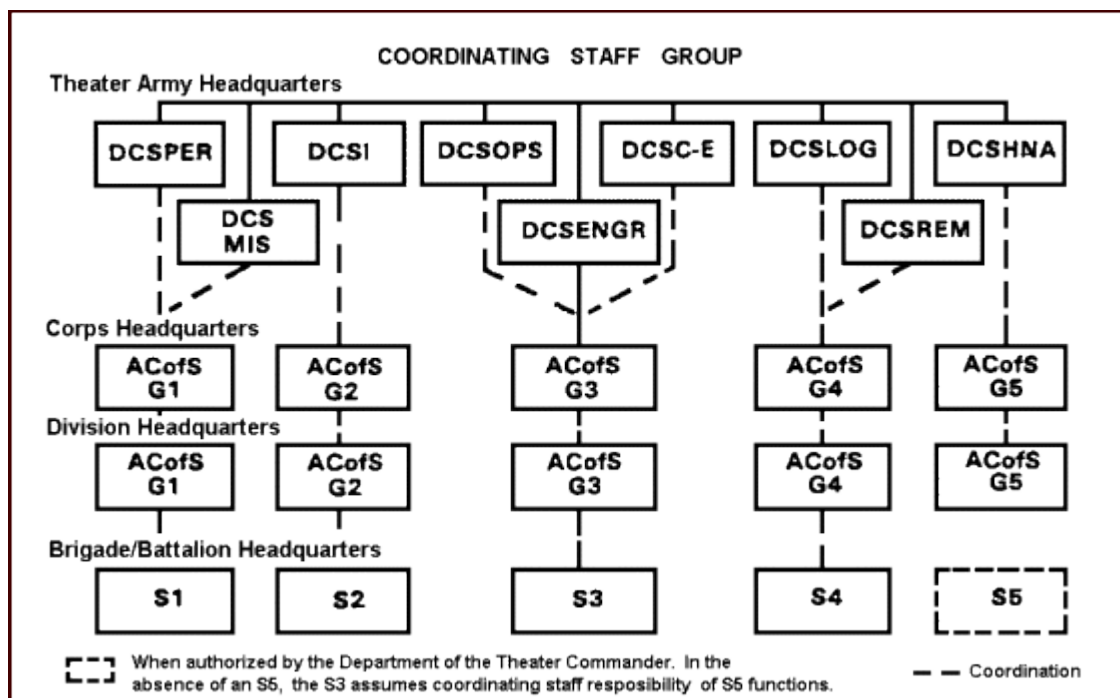


Figure 1-16. Coordinating staff matrix of functional relationships

(b) Maintenance Officer. He advises on maintenance matters to include trends and incipient maintenance problem areas. He also assists the commander in the supervision of technical aspects of maintenance (except medical and crypto equipment) and maintenance training by providing continuous input on the status of such training within the command.

(c) Motor Officer. He advises on motor transportation, provides staff supervision for the operation and maintenance of motor transportation of the unit, and

ensures transportation personnel are trained. He also may perform duties of the maintenance officer in some units.

(d) Other Officers. Depending upon the unit mission, other special staff officers may include material readiness officer, chemical officer, public affairs officer, aviation officer, surgeon, chaplain, and provost marshal. Commanders of attached or supporting units provide staff assistance, as required, in their areas of interest. For example, the commander (or his designee) of an attached or supporting FA unit normally serves as the fire support coordinator (FSCOORD) if organic FA is not present, the commander of a flight detachment attached to, or supporting, the unit performs the same functions as the aviation officer when an aviation officer is not provided by the TOE or TDA, the engineer unit commander functions as the supported unit engineer officer when an engineer unit is in support or attached, and the commander of an attached or supporting air defense artillery (ADA) unit normally serves as ADA officer if organic ADA is not present.

5. Common Functions.

Common functions of the staff are providing information, making estimates, making recommendations, and preparing plans and orders. Each of these functions is discussed in its following corresponding subparagraph.

a. Providing Information. The staff collects, collates, analyzes, and disseminates information that flows continuously into the headquarters. The staff rapidly processes and provides significant elements of this information to the commander. Staff officers perform this function by--

- o Collecting information from all available sources.
- o Collating and analyzing information in their respective areas of responsibilities.
- o Disseminating the latest information available.

Staff officers collect information from all available sources. Information collection must be planned--not left to chance. Each staff officer establishes an information plan based on his needs as experience dictates. The information collection plan provides ready and sufficient information to adequately support the staff officer's estimate of the situation. The plan should be recorded so that all applicable areas are scrutinized and all necessary information is maintained. What is relevant in one situation may not be relevant in another. Therefore, adequate facts must be maintained so that all relevant information is at hand. Mental flexibility also is necessary when abrupt changes in the situation cause important changes in what the commander needs to know and, therefore, in the content of the staff officer's estimate. Information collection plans normally are revised to reflect changing situations, experience, and desires of the commander.

Staff officers collate and analyze information in their respective areas of responsibility. Before information is presented to the commander, it is analyzed and condensed and its significance,

reliability, and completeness are assessed. The commander should not be burdened with more information than he needs, but he must be kept abreast of any changes that may have a bearing on a decision. The staff must not task subordinates to provide unneeded information.

Staff officers disseminate, without request, the latest information available to the commander, the staff, and higher, adjacent, and lower units promptly. To do this, each staff officer must have a basic understanding of the information needs of all staff officers and commanders.

b. Making Estimates. The staff prepares estimates to assist the commander in decision making. A staff estimate consists of significant facts, events, and conclusions (based on current or anticipated situations) and recommendations on how available resources can be best used. The commander uses recommendations to select feasible courses of action for further analysis. Adequate plans hinge on early and continuing estimates by staff officers. Failure to make these estimates may lead to errors and omissions in the development of a course of action. The commander uses staff estimates to support his estimate of the situation, as mentioned above.

c. Making Recommendations. Staff officers make recommendations to assist the commander in reaching decisions and establishing policies. Staff officers also offer recommendations to one another and to subordinate commanders. In the latter case, recommendations are for assistance only. They do not carry implied command authority.

Recommendations may be presented as written estimates or studies, or they may be presented orally. Whether the procedures are formal or informal, the staff officer must carefully analyze and compare all feasible alternatives using the best information available. He candidly and objectively presents the alternatives to the commander clearly showing the advantages and the disadvantages. The staff officer must be prepared thoroughly to recommend a best alternative to the commander. His preparation includes coordination with other staff officers whose areas of interest will be affected by the recommendation. The recommendation should be stated in a form that requires only the commander's approval or disapproval.

d. Preparing Plans and Orders. The staff prepares and issues plans and orders to carry out the commander's decisions, ensuring coordination of all necessary details. The commander may delegate authority to staff officers to issue plans and orders without his personal approval. A single staff officer is assigned the responsibility for preparing and publishing a plan or order. Other staff officers prepare elements of the plan or order in their areas of interest.

The staff assists the commander by ensuring that subordinates carry out the commander's decision. Staff supervision relieves the commander of much detail, keeps the staff informed of the situation, and provides the staff with the information needed to revise estimates and to provide progress reports to the commander as plans and orders are implemented. It is the duty of the staff to ensure that decisions reach the intended recipients, that decisions are executed as intended by the commander. The staff also must ensure recommendations for modifications and elaborations are initiated when circumstances demand. Supervision is accomplished through the analysis of reports, messages, and staff visits.

PART C - AUGMENTATION

The units discussed in the following paragraphs are available to augment light infantry battalion capabilities.

1. Additional Combat.

Light infantry units may be augmented with additional combat, CS, or CSS to accomplish specific missions. Augmenting units may be attached in direct support or under operational control, depending on the situation. Augmenting force leaders must understand the C² relationship between the battalion/brigade and themselves. This relationship is specified in the operation order. Communications must be established between the augmenting unit and the battalion/brigade.

2. Combat Multipliers.

In light infantry where combat multipliers are needed to support the main effort, specific units are designated before the tactical operation to meet anticipated combat requirements. The nature of the enemy, operational environment, duration of the operation, and ability to sustain augmenting units are considered when selecting these forces. Whenever the augmenting force cannot be sustained by the support elements organic to the division, they must come with their own support structure. Some common augmenting forces are as follows:

a. Combat. The following are combat units which may augment the light infantry battalion:

- o Armor.
- o Mechanized infantry.
- o Motorized infantry.
- o Antiarmor battalion (separate) .
- o Aviation.

b. Combat Support. The following combat support units may augment the light infantry battalion:

- o Artillery.
- o Engineer.
- o Military police.
- o Aviation.
- o Air defense.
- o Military intelligence.
- o Chemical.
- o Signal.

c. Combat Service Support. The following combat service support units may augment the light infantry battalion:

- o Civil affairs.
- o Psychological operation.
- o Administrative.
- o Supply.
- o Transportation.
- o Medical.
- o Maintenance.

3. Augmenting Forces (Combat Support).

As mentioned previously, light infantry battalions receive a variety of combat support from assets nonorganic to the battalion. These assets combine to produce a synergistic effect in turning the combat potential of the unit into combat power. Units that provide this support to the battalion include, but are not limited to--

- o Field artillery.
- o Naval gunfire.
- o Close air support.
- o Air defense artillery.
- o Army aviation.
- o Engineers.
- o Military police.
- o Signal.
- o Electronic warfare and intelligence.

Each of these nonorganic assets is discussed below.

a. Field Artillery. The battalion is provided with field artillery support by 105-mm or 155-mm howitzers from division artillery units. Each brigade normally receives one battalion of 105-mm howitzers in direct support. Additional fires as required may be provided by reinforcing (REINF) , general force reinforcing (GSR) , or general support (GS) artillery.

- o Field artillery is used by battalion commanders as an extension of organic direct and indirect fire to rapidly and decisively influence the battle. The total firepower of the battery is immediately available to provide indirect fire support and immediate suppression of enemy direct fire weapons.

- o One GS battery (eight tubes of 155-mm artillery) in each light infantry division can provide battalions with advanced munitions. The Copperhead munition provides the commander with a laser-guided antiarmor capability. Remote antiarmor mine system (RAAMS) and area denial artillery munitions (ADAM) are scatterable mines that can be emplaced quickly to close gaps between friendly positions and deny the enemy use of selected terrain. By using a mix of antitank (RAAMS) and antipersonnel (ADAM) mines, it will not only hamper vehicle movement but will hinder breaching activities by dismounted infantry.
- o Fire support can only be maximized if all elements (FA, naval gunfire, CAS, and attack helicopters) are coordinated in the battalion plan. The fire support officer (FSO) coordinates all fire support assets in the light infantry battalion.

b. Naval Gunfire. Naval gunfire support is delivered by ship's batteries to support amphibious operations and maneuver units near coasts. Each gunfire support ship is assigned the tactical mission of either DS or GS. A ship in DS normally supports a battalion and delivers planned and immediate fires. A ship in GS normally supports a brigade. However, it may be assigned on a fire-mission basis to a subordinate maneuver unit.

If the battalion is supported by naval gunfire, it will receive a shore fire control party (SFCP) . The naval gunfire liaison officer is assigned to the battalion SFCP as part of the ANGLICO. The SFCP at battalion level normally includes a naval gunfire liaison team and a naval gunfire spotting team. The ANGLICO coordinates all naval gunfire and supervises the activities of the naval gunfire spotting team. He advises the FSO on all matters pertaining to naval gunfire employment, to include capabilities, limitations, and targets suitable for naval gunfire engagement. He operates in the naval gunfire ground spot net.

c. Close Air Support. To assist in planning and controlling tactical air support, a tactical air control party (TACP) will be assigned to the battalion. The air liaison officer (ALO) advises the battalion commander on the employment of tactical air power, assists in planning for close air support (CAS) , controls and coordinates CAS, and operates and maintains the USAF air request radio net. Additionally, if an ANGLICO team is assigned to the battalion, one member will be an ALO to handle requests for Navy and Marine CAS.

Close air support is requested when organic weapons and supporting fires (indirect and Army aviation) cannot effectively engage the target or are not sufficient to achieve decisive results. CAS complements direct and indirect fires and engages targets out of FA range. CAS aircraft carry a variety of ordnance loads to include bombs (free-fall and guided) , cluster bomb units (CBUs) , antiarmor missiles, napalm, rockets, and scatterable mines. In general, CAS ordnance is effective against fortified positions, tanks and other armored vehicles, moving targets, and troops (exposed and protected).

The A-10 CAS aircraft carries the 30-mm cannon which is effective against tanks and other armored vehicles.

Close air support can be requested by the ground force commander as either preplanned or immediate.

- o Preplanned requests are used when there is time to plan and coordinate the request, select the appropriate ordnance, and brief pilots prior to takeoff.
- o Immediate requests are used when urgent, unforeseen requirements arise, and there is no time for detailed planning and coordination.
 - A preplanned request originating at company level is reviewed by the assistant battalion S3, the FSO, and the ALO to determine its suitability and potential airspace conflicts. If the request is approved, the assistant S3 adds it to other planned requests, eliminates duplication, consolidates the remaining requests, and assigns them priority. He then forwards the consolidated requests to the S3 Air at brigade.
 - Even if a precise target and time cannot be specified, missions can still be planned. Aircraft may be placed on either air or ground alert to minimize reaction time. Aircraft on air alert are at designated points and altitudes, ready to attack targets with minimum delay. This method should be used during fluid, rapid-moving phases of ground actions and during the assault phase of an airborne operation.
 - Aircraft on ground alert are fully serviced, armed with requested ordnance, manned, and ready for immediate takeoff upon a mission directive.
 - Immediate requests initiated by the company are sent to the battalion FSE, validated by the assistant battalion S3 and the FSO, and given to the TACP. The battalion TACP transmits the request directly to the CAS operations center over the USAF air request net. Contact missions normally generate the greatest demand for immediate CAS. Immediate requests are filled by scrambling ground alert aircraft, using air alert aircraft, or diverting aircraft from other missions ([Figure 1-17](#)) .

Close air support missions will normally be controlled by an airborne or ground forward air controller (FAC) . If adverse weather prevents visual strikes, CAS missions can be conducted by electronic target acquisition through air support radar teams (ASRT) or by beacons. At night, aircraft drop loads of screening smoke may be replaced with flares, and stand-off missiles may be replaced with general purpose bombs. In all cases, the ground FAC must be equipped with a radar beacon or some aid positioned to provide all-weather navigation assistance.

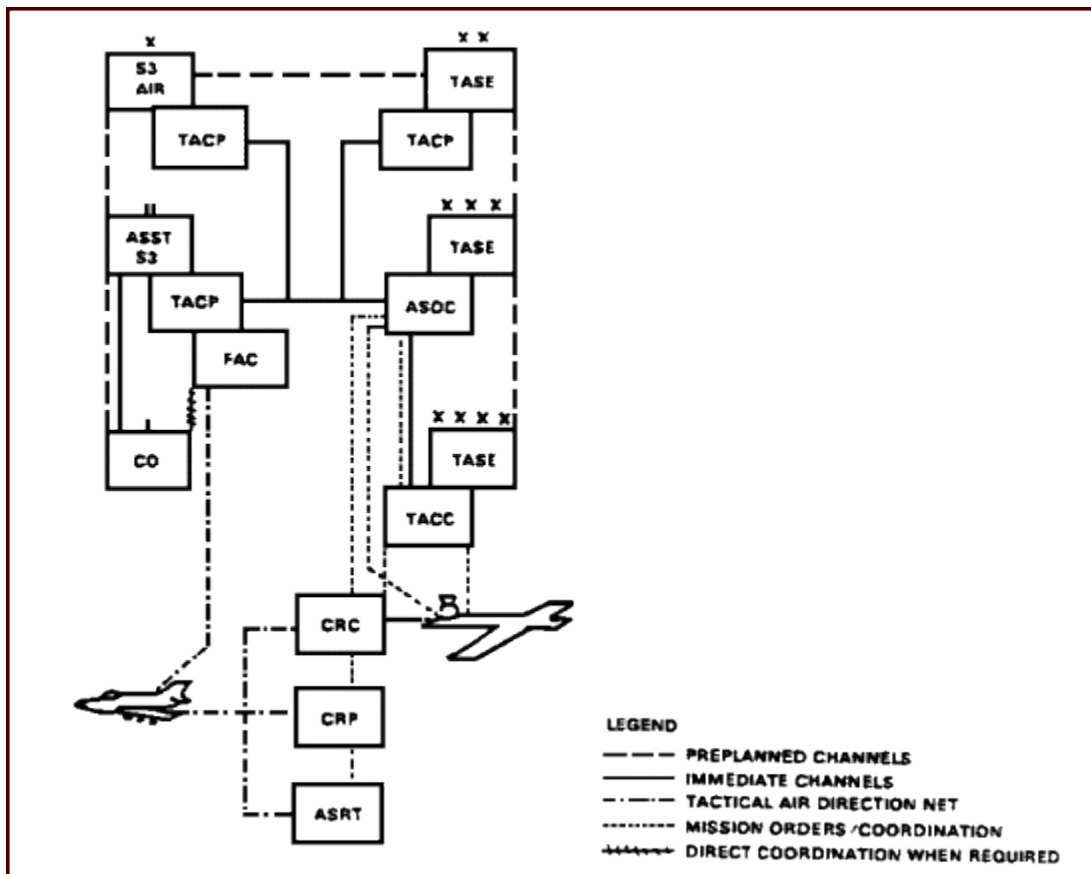


Figure 1-17. Airstrike request and execution channels

In an emergency situation, air strikes can be controlled by, artillery FISTs who are specially trained in the use and direction of CAS or by the ground commander. He talks directly to the strike aircraft when possible or relays target information to the aircraft through the TACP communications equipment. If this situation arises, the essential elements of a request are as follows:

- o Requester's Identification. The requester must be identified by a call sign or local SOP to ensure that the correct unit will receive tactical air support and to prevent compromise.
- o Request Type and Priority. Specify whether the request is for a planned or immediate mission. Also, designate the priority of the request. The priority is essential in cases where several requests have been submitted. All SOPs should contain definitions of the various priorities and specify the command level that will assign them.
- o Target Type. Specify the target and its nature--for example, bunkers, size, and type of construction. Indicate whether the target area is defended by anti-aircraft weapons and specify types and numbers. This information is used to select type and numbers of aircraft, ordnance, and planning for any special support or tactics.
- o Target Location and Elevation. Specify coordinates, normally six digits. Accurate, eight-digit coordinates are required for radar bombing through clouds. Give the elevation in feet. Include any obvious, nearby terrain feature or landform that may help

locate the target from the air. Target reference points (TRPS) may also be used to designate target locations. Predetermined TRPs assist the FAC or FO in communicating the exact position of hard-to-see targets to fast-moving tactical strike aircraft. Delete location if there is no specific target, as in the case of ground or air alert.

- o Time on Target. This is the time that the aircraft should be at a specified location or the time that the first ordnance should impact. Specify limits if there are any. Indicate the desired time and the latest time acceptable.

- o Desired Ordnance and Results. Recommendations should be made for the type of ordnance desired. The type of target should relate to the type of ordnance requested. Refer to the FAC or ALO for guidance on the ordnance. The final selection of ordnance will be done by USAF personnel, and it will be based on several factors including availability. With regard to results, specify the extent of target damage desired. Normally, the request is to neutralize the target.

- o Final Control. Specify the orbit (or contact) point, call sign, frequency, and location of FAC (and person relaying control information, if applicable) . Additionally, relay how friendly positions or frontlines will be marked, how targets will be marked, whether enemy ADA positions will be suppressed, and give maximum ordinate of artillery and naval gunfire.

- o Other Tactical Information. Insert remarks, as required, to include proximity of friendly troops, cover, and special procedures.

- o In some instances, the only fire support available to the light infantry battalion or brigade will come from CAS and attack helicopters. This will most often occur when brigades are conducting independent operations beyond the range of field artillery.

- o Attack helicopters and CAS can be combined into a joint air attack team (JAAT) . The JAAT can also operate in concert with artillery and ground maneuver units of brigade or battalion size. The maneuver commander and the AHB S3 are responsible for the planning, coordination, and employment of the JAAT. The commander or S3 requests and coordinates a JAAT through the FSO, AHB, and the TACP. Suppression of enemy air defense by direct or indirect fires, electronic warfare, or attack helicopters, must be accomplished so the JAAT can operate.

d. Air Defense Artillery. Because the ADA battalion in the light infantry division is austere, ADA assets will rarely be attached to the battalion. Presently, each infantry battalion should have at least one infantryman cross-trained as a Redeye/Stinger gunner to help protect battalion assets. Enemy air activity in the battalion area of operations will affect the ADA battalion support. When allocated in a support role, the ADA section leader serves as the unit's air defense officer and provides advice on how best to employ the ADA weapons. Man-portable air defense (Stinger) teams are employed--

- o To defend a single unit asset (battalion trains, command post) .

- o To support and augment a unit against enemy aircraft.

Air defense fires are controlled using rules and procedures established by division headquarters. Weapons control status includes three categories.

- o Weapons Free. Weapons may fire at aircraft not positively identified as friendly.
- o Weapons Tight. Weapons may fire only at aircraft positively identified as hostile according to announced criteria.
- o Weapons Hold. Weapons do not fire except in self-defense.

Maneuver commanders may establish more restrictive controls for supporting ADA weapons systems.

e. Army Aviation. The infantry battalion commander may request support from Army aviation assets available to the division. Helicopter assets available in the aviation brigade include the following:

- o Division recon squadron.
- o Division attack helicopter battalion (ATKHB) .
- o Division assault helicopter companies (AHC) .

Units in the aviation brigade can be used in the following roles:

- o Maneuver.
- o Command and control.
- o Air assault.
- o Reconnaissance.
- o Emergency medical evacuation.
- o Movement of troops and supplies.
- o Provider of base of fire.

The assault helicopter companies can lift the assault elements of one rifle company simultaneously. They can also provide aviation resupply support. Attack helicopter units are designed to be used as integral parts of the combined arms teams. They are maneuver units ideally suited for situations calling for quick reaction.

- o Using their speed, mobility, flexibility, and armor-defeating firepower, attack helicopter units can quickly respond to a threat, rapidly mass firepower, and exploit enemy weaknesses. Attack helicopter units are integrated into the tactical plan of the ground force commander, complementing his scheme of maneuver and enhancing the capabilities of both attack helicopter and ground combat forces.
- o Because attack helicopter units normally have considerable mobility differential over ground combat units, they can be moved quickly to a vital point at a critical time. Then they can be employed in mass, striking the enemy where and when he is most vulnerable.

o Employment considerations for attack helicopters are offensive and defensive. In the offense, they can--

- Attack pockets of resistance bypassed by the main force.
- Attack enemy positions in concert with ground forces.
- Attack withdrawing enemy forces or enemy reserves.
- Attack enemy rear areas.
- Provide immediate antiarmor firepower.
- Attack enemy counterattacking forces.
- Follow a ground force through its penetration of the enemy defense.
- Attack withdrawing enemy columns, CPs, logistical complexes, and targets of opportunity.

o In the defense, because they are highly mobile, attack helicopters can be shifted on the battlefield to--

- Stop enemy penetration into the main battle area (MBA) .
- Attack enemy in the covering force area.
- Reinforce or thicken the defense on parts of the battlefield.
- Perform in an economy-of-force defensive role.

f. Engineers. The battalion may receive engineer support from the engineer battalion or its elements in a command or support relationship, normally under OPCON or attached, to meet mission demands. The habitual relationship of one engineer platoon in support of one maneuver battalion is not available in the light infantry division. The engineer headquarters provides command and control during operations and provides continuous communications, NBC, and supply supervision.

The battalion must integrate the senior engineer into the staff planning process. Because the engineer representative, normally the platoon leader, is the maneuver commander's expert on mobility, counter-mobility, survivability, general engineering, and topography, he is capable of--

- o Understanding the maneuver commander's orders and operational concepts.
- o Analyzing guidance and courses of action.
- o Developing an engineer concept.
- o Developing lists of specified and implied tasks.
- o Advising on task priorities.
- o Briefing the maneuver commander on the engineer plan.

- o Providing input to the S3 on the engineer tasks and accomplishing those tasks in support of the intended scheme of maneuver.

Engineer missions fall into four major functional areas:

- o Mobility. Obstacle reduction.
 - Bypassing or breaching obstacles and minefields.
 - Constructing helicopter landing zones.
- o Counter mobility. Construction of obstacles.
 - Antitank ditches.
 - Minefields.
 - Wire obstacles.
 - Abatis.
 - Demolitions.
 - Expedient obstacles.
- o Survivability. Construction of fighting and protective positions.
 - Construction of strongpoints.
 - Assistance for camouflage operations.
 - Support of deception operations.
- o General Engineering. Minor repair and maintenance of main supply routes and logistic facilities.

Terrain analysis teams at division can provide valuable services for the intelligence preparation of the battlefield. Some of these products include:

- o Fire support.
- o Cover and concealment.
- o NBC protection.
- o Aviation operations.
- o Deception.
- o Communications.
- o Water movement operations.
- o Mobility.
- o Counter mobility.
- o Survivability.

- o Engineer resources.
- o Logistical facility siting.
- o Transportation networks.
- o Material acquisition.
- o Damage assessment.
- o Command and control.

Two unique pieces of engineer battalion equipment available are the M9 armored combat earthmover (ACE) and the small emplacement excavator (SEE) . Division has six ACEs and 18 SEEs in the engineer battalion.

- o The M9 ACE is a highly mobile, armored, amphibious combat earthmover. It is capable of the excavation and preparation of the following:
 - Obstacles.
 - Battle positions and strongpoints.
 - Artillery positions.
 - Protective emplacements for command posts, air defense communications equipment, and critical supply-logistical bunkers.
 - Other uses are in route clearing and maintenance in conjunction with offensive and defensive operations. The M9 ACE will not be used to breach minefields.
- o The SEE is a lightweight, all-wheel drive, diesel engine, high-mobility vehicle with backhoe, bucket loader, and other attachments, such as a handheld hydraulic rock drill, chain saw, and pavement breaker. The SEE can be used to quickly dig combat emplacements, such as crew-served weapon positions, command posts, and individual fighting positions.
- o The secondary mission of the engineers is to fight as infantry. Because the battalion's organization is not comparable to an infantry battalion, the decision to use engineers as infantry is made when their commitment will substantially change the outcome of the battle. The battalion would also have to rely upon augmentation for antiarmor weapons, FIST teams, and medics should they be needed to fight as infantry. Critical equipment such as the M9 ACE and the SEE must be evaluated if they are to be needed in future operations. Engineers should not be used as infantry except in emergencies and only when their value as infantry exceeds their value as engineers.
- o The cross-training of the engineers as infantry is critical to their effectiveness. Likewise, cross-training of the infantry in engineer functions further strengthens the division's capability to conduct engineer-related missions. The key to the concept of cross-training is decided by the leaders of both branches.

g. Diverse Units. The following units may be operating in the brigade area of operation but not necessarily as an asset of the battalion. Battalions need to be aware of this as the presence of these diverse units creates a space management problem in the battalion operational area.

- o Military Police. The military police company supports the division with main supply route (MSR) movement control at critical points and evacuates EPW from division forward collection points. The MP company will provide units with assistance and supervision for battlefield circulation control (BCC) in the division rear area.
- o Signal. The signal battalion is responsible for establishing and maintaining continuous communication from division to maneuver units. It accomplishes this by--
 - Multichannel tactical satellite systems.
 - High frequency radio nets.
 - Line-of-sight multichannel systems.

Message centers are replaced with facsimile. Units will be required to provide their own messengers. The signal battalion provides platoons in support of maneuver units for signal operations and communications support on an area basis.

- o Electronic Warfare and Intelligence. Electronic warfare and intelligence support is provided by elements of the military intelligence battalion. The MI unit can provide the battalion with--
 - Voice communication collection.
 - Ground surveillance radar.
 - Remote sensors.
 - Counterintelligence.
 - Interrogation.
 - Intelligence analysis.

Normally, only the GSR and remote sensors will be attached. The MI battalion and the reconnaissance squadron consolidate all divisional intelligence collection assets. These assets include air and ground cavalry and the long-range surveillance unit (LRSU) . These three elements provide long-range intelligence collection for the division. Information gained by these elements is passed on to the brigade and then battalions, as required.

4. Augmenting Forces (Combat Service Support).

The following combat service support units are available to augment light infantry battalions.

- a. Administrative. Administrative combat service support units available to support light infantry brigades are discussed in the following subparagraphs.

(1) Personnel Service Support. Personnel service support (PSS) is the management and execution of all personnel related matters. It includes a variety of CSS functions designed to support commanders and soldiers in accomplishing their mission. The functions of PSS performed in the battalion are as follows:

- o Personnel services.
- o Morale.
- o Discipline, law, and order.
- o Enemy prisoners of war.
- o Religious activities.
- o Health services.
- o Administrative services.

Personnel service support is a command responsibility at all levels. Primary staff responsibility for PSS functions rests with the S1 and other staff officers, such as the chaplain and the surgeon.

(2) Personnel Services. The use of high technology automated equipment to perform strength accounting and related personnel service functions and subfunctions means fewer people are required to perform these tasks. This equipment is located throughout the light infantry division. Critical subfunctions of numerical strength accounting, replacement operations, and byname casualty reporting are dependent on timely and accurate reporting with the high technology equipment. A description of how information is received, recorded, and transmitted at the various unit levels follows:

(a) Battalion Strength Accounting. The battalion S1 section receives data from the companies and attached units. The receipt of these data generates consolidated battalion numerical strength, losses, and replacement data for the battalion's use and input into brigade and division C² systems. This allows the battalion S1 to provide accurate and timely information and recommendations for incorporation into operation plans and orders.

In addition, at this level, by-name personnel accounting information and automated casualty reports are consolidated from each company, attached unit, and the battalion aid station, using the organic tactical computer system.

(b) Replacement Operations. The battalion S1 must be prepared to receive, orient, support, and assign replacements. Replacements are delivered to the BSA or battalion field trains. The S1 may coordinate with the brigade S1 for transport of replacements to the combat trains or company CP locations, depending upon the situation. The key to efficient replacement operations below division level is to send replacements directly where they are needed in accordance with task force configurations--not necessarily through parent organizations. Replacement organizations and S1 sections do not have organic transportation. Therefore,

close coordination between the S1 and S4 is required. This ensures that replacements are efficiently moved to their gaining units or picked up by the units at appropriate locations.

(c) Casualty Reporting. The soldier is the primary source of knowledge about casualties. In some cases, a soldier may bear full responsibility for a casualty report as the only witness. At other times, information may be collected from a number of sources, to include civilians and members of other services and national forces. In all cases, the accuracy and timeliness of casualty reports depend upon direct witnesses or persons having the best knowledge of casualty incidents. Company commanders are responsible for collecting accurate data and submitting feeder reports to the battalion PAC. The unit casualty feeder report (DA Form 1156) is normally used for these reports. The witness statement on casualty incident (DA Form 1155) is used to provide additional information for the following:

- o Reports of missing or missing in action (MIA) .
- o Reports of killed in action (KIA) or dead (remains not recovered) .
- o Reports of captured personnel.
- o Other reports where soldiers are no longer under the control of US forces.

If DA Forms 1156 or 1155 are not available, any alternate means or type of paper (stationery, envelope) may be used to collect, record, and report the necessary data. The casualty information is important, not the form used to collect it. Therefore, casualty feeder reports should not be delayed because forms are not available, nor should they be held for administrative "batching" or other reasons.

Battalion PACs are responsible for collecting, verifying, controlling, and forwarding feeder reports to the applicable military personnel records jacket custodian (PSD, PSC).

Each company commander may designate one person to prepare feeder reports based on information provided by witnesses. More often, this task is delegated to several subordinate leaders, such as platoon sergeants or squad leaders. Completed forms are passed to the first sergeant or unit commander to be verified and forwarded to the PAC. When a unit is incapable of reporting casualties, the next higher headquarters must assume this responsibility.

The PAC receives feeder reports and enters each in an appropriate unit casualty log that is maintained until each entry is cleared by a subsequent standard installation/division personnel system (SIDPERS) status change transaction, or the person returns to duty. The PAC clerk enters name, social security number, grade, MOS, and casualty status.

The number of the SIDPERS transmittal letter is entered later or "RTD" is entered for casualties returned to duty. This is a control measure to ensure that the necessary information is entered into the personnel system.

The PAC verifies all personal data for accuracy. Then it transmits feeder reports to the brigade S1.

(3) Morale. The S1 keeps the commander informed on the status of morale and esprit de corps within the battalion. He influences morale by providing or coordinating a program of personnel services, such as--

- o Leaves and passes.
- o Command information.
- o Postal services
- o Religious activities.
- o Exchanges.
- o Legal assistance.
- o Morale support activities.

The S1 ensures these services are fairly and impartially provided.

(4) Discipline, Law, and Order. The major objectives in this area are to contribute to the combat effectiveness of the command by ensuring that--

- o Respect for authority is preserved.
- o Regulations are enforced.
- o Conditions adverse to good discipline are eliminated.
- o Losses in manpower due to trials, punishment, confinement, and straggling are minimized.

The S1 keeps the commander informed on all matters affecting the state of discipline and recommends measures to maintain or improve discipline within the battalion. He assists the commander in the maintenance of discipline by supervising law and order activities, such as control and disposition of stragglers and the administration of military justice within the battalion. He stays abreast of all matters affecting the state of discipline by constantly watching for indicators of poor discipline, such as--

- o Excessive incidents of absence without leave and desertion.
- o Increases in the number and seriousness of court-martial offenses.
- o A laxness in the care and maintenance of equipment and supplies.
- o A lack of attention to individual cleanliness and personal appearance.
- o Improper responses to commands, directives, and other orders.

The S1 coordinates with the brigade S1 on processing administrative and military justice matters. The commander, S1, and subordinate commanders identify trends and special problems deserving special considerations in an effort to prevent crime.

(5) Chaplain Activities. Chaplain activities include--

- o Providing worship opportunities, developing, and managing unit ministry teams (UMTs) .
- o Managing ministerial resources, advising the commander and staff, ministering in support of combat shock casualty treatment, and providing religious support that enhances the total wellbeing of the soldier and results in cohesion of the unit.

While the religious welfare of soldiers is the responsibility of the unit commander, the chaplain (commander's staff) is responsible for implementation of the unit religious program and ensures the free exercise of religion for personnel. The UMT provides its input to the personnel estimate and maintains coordination with other UMTs to ensure effective area and denominational coverage. At all times, the UMT provides religious support to individuals in the unit which, by their being seen as an inherent part of the unit, results in the growth of unit cohesion. During conflict, the unit involvement and forward deployment allow the UMT to provide ministry in support of combat shock casualty treatment. In the post-battle and reconstitution phases, the UMT provides unit memorial services, battlefield interment services, and spiritual and religious activities for individual soldiers as well as small units. Normally, the UMT operates from the battalion trains.

(6) Administrative Services. The S1 section furnishes administrative support by providing typing and record keeping services to the companies. Additionally, the S1 coordinates with the staff judge advocate for legal support to be provided to the soldiers as needed. Although technically the GI/AG at division provides operational and technical control of postal operations, the S1 establishes the battalion policy for postal service.

b. Supply. Light infantry battalion commanders must ensure that effective plans are prepared so battalions can deploy and operate for 48 hours without external resupply. The centralization of mess and maintenance at the brigade level requires close coordination between brigade and battalion logistic planners. It must be flexible enough for a variety of contingencies in a variety of areas of operation. Close coordination between the battalion and the brigade is required since the battalion is dependent on brigade and division support command (DISCOM) for logistical support.

The DISCOM is functionally organized with a maintenance battalion, supply, and transport battalion, a medical battalion, and an aviation maintenance company. Materiel management functions are decentralized to the appropriate functional battalions.

Based on the division commander's concept and guidance, the division G4 develops a coordinated logistics plan. By anticipating requirements for the operation, he provides the necessary backup support from corps. The DISCOM commander is the division's logistics operator. He organizes forward area support teams (FASTs) , under supervision of a forward area support coordinator (FASCO) , to provide direct support to each brigade. He also organizes the division support area (DSA) to provide

sustainment. The FASCO's primary responsibility is to ensure that FAST elements provide the required logistical support to the brigade.

He works closely with the brigade S4, whose primary responsibility is to translate the brigade commander's guidance and concept of operation into a well-coordinated logistics plan. This planner-operator team must work together if the logistics plan is to work. The FASCO co-locates with the brigade admin-log center.

- (1) Planning. Logistics preparation of the battlefield (LPB) is the part of the planning process that determines how assets are organized, how support units are synchronized to support the mission, and what the locations and routes for logistic activities are. Coordination of the plan with the DISCOM logistics operator in the brigade area and the FASCO ensures synchronization of effort and timely support for the battalions.

Even though the elements of METT-T may vary from operation to operation, battalions should try to standardize the basic organization and techniques of support as much as possible. Commanders must be able to rely upon a support structure that is consistent, flexible, and responsive to the requirements of the mission. Reliance is based on understanding the capabilities of the logistics system and how it is organized to provide tactical sustainment.

- (2) Key Personnel. Key personnel in the accomplishment of the CSS mission at battalion level are as follows:

- (a) Battalion Commander. He provides CSS planning guidance according to the brigade commander's concept for CSS operations, final approval of the CSS plan, and supervision.
- (b) Battalion Executive Officer. The XO assists the battalion commander (or accomplishes CSS plans if the battalion commander is absent) and supervises CSS operations.
- (c) Battalion Command Sergeant Major. The CSM monitors those areas directed by the battalion commander. He advises key logistical NCOs during operations.
- (d) Battalion S1. He is responsible for all personnel functions, the monitoring of discipline, law and order functions, safety, unit ministry, medical, and general administrative support. He maintains close coordination (collocates) with the S4 to form an admin-log center operations at the combat trains. Together, they monitor the battalion situation and plan the CSS for battalion operations.
- (e) Battalion S4, Logistics Planner. He is responsible for all logistical functions, including supply, transportation, mess, and maintenance. He supervises the support platoon leader and goes where he can best influence support, normally the combat trains. As the OIC of the combat trains, he ensures that the admin-log net is operational. The S4 supply NCO normally co-locates with the support platoon CP in the field trains. The S4 NCO, in coordination with the support platoon leader, provides the required daily liaison between the infantry battalion

and the FASCO. The battalion XO and S4 also conduct frequent coordination with the brigade S4 and FASCO. The S4 keeps the commander informed of any logistical limitations that could have an adverse effect on current or planned combat operations.

(f) Support Platoon Leader, Logistics Operator. Under the staff supervision of the battalion S4, he is responsible for the logistical functions of the support platoon, to include supply, transportation, and maintenance. He goes where he can best influence the operations of the support platoon. He has a major responsibility to ensure that required items of supply move from the field trains to the combat trains and on to the forward units in a timely manner. He operates primarily with the field trains, coordinating with the brigade S4 and FASCO, forward supply company personnel, forward support maintenance platoon personnel, and ammunition transfer point (ATP) personnel.

(g) Medical Platoon Leader. He is responsible for providing medical support to the battalion. He establishes the battalion aid station in the combat trains and supervises medical personnel within the battalion area of operations.

(h) Infantry Company Executive Officer. He is responsible for monitoring company supply operations under the guidance of the company commander. Although he has significant tactical responsibilities as the second in command (2IC), he is the commander's expert on supply procedures. He coordinates and supervises company resupply operations forward, and conducts liaison with the S4 or support platoon leader on supply problems or future supply requirements. The supply sergeant or his representative carry out orders. The XO is the planner and the problem-solver.

(i) Company First Sergeant. He assists the company commander and the XO in supervising the logistics support to the company as directed.

(j) Company Supply Sergeant. He is in charge of vehicles and trailers in direct support of his company. He ensures his company is supported in a timely manner. The supply sergeant brings supplies forward to the logistical release point (LRP), picks up equipment, and is guided to company forward locations.

(k) HHC Executive Officer. He oversees the resupply of the battalion command posts (TOC, TAC) and the HHC platoons located throughout the battlefield.

(l) Chaplain. The chaplain and his assistant make up the unit ministry team. The chaplain is a member of the commander's special staff, and he is responsible for implementation of the unit religious program. He performs and coordinates the primary functions of worship services, rites, sacraments, and religious observances.

(3) Offensive Considerations. In the offense, support planners must consider using the following techniques and considerations:

- o Position essential CSS elements, such as Classes I, III, and V, well forward in the combat trains.
- o Plan on increased consumption of POL.
- o Preplan for air resupply (airlift or airdrop) .
- o Use preplanned and preconfigured logistic packages (LOGPACs) of supplies whenever possible.
- o Plan for increased vehicle and weapon maintenance problems.
- o Plan for increased use of MREs with a corresponding decrease of T-rations.
- o Use host nation or captured enemy supplies and equipment, particularly support vehicles and POL.
- o Search for natural water sources in forward areas when water resupply is not feasible.
- o Prepare for increased casualties.
- o Carefully select supply routes and LRPs.
- o Make sure CSS preparations for the attack do not give away tactical plans.

All of these general considerations apply in one way or another to any offensive operation. Changing from one type of operation to the other does not in itself require a major shift in CSS plans and procedures. However, since one type of operation may require a change in emphasis, the S4 must organize in ways that will permit CSS operators to change from supporting one type of operation to supporting another without interruption of service.

The main purpose of CSS in the offense--to support the momentum of the attack--must not be forgotten.

(4) Defensive Considerations. Some general considerations for defensive operations are as follows:

- o Maintain only minimum essential levels of supply forward in the combat trains.
- o Resupply during limited visibility to reduce the chance of enemy interference; infiltrate resupply vehicles to reduce the chances of detection.
- o Plan to reconstitute battalion CSS capability lost to enemy fire. Coordination should be made with the brigade S4 and FASCO to ensure the battalion would be supported in an emergency.
- o Plan for airdrops for forward operating units.

- o Plan for additional transportation requirements for movement of Class IV barrier material, mines, and prepositioned ammunition, plus any CSS requirements for assigned engineers.

(5) Framework. Combat service support operations within the battalions revolve around the brigade support area (BSA) and the battalion trains. Organizing and locating the BSA and trains is one of the most important elements of the LPB planning process. In coordination with the brigade S3, and based upon the brigade commander's concept of operation, the brigade S4 selects the site for the BSA and designates locations for the FAST and the battalions. The battalion S4 organizes his trains (based on the battalion commander's guidance and operational concept) into unit trains (all CSS elements remain in one location) or echelons them into field trains and combat trains. Field trains are located in the BSA.

Combat trains move forward to provide responsive support (mainly, Class I, III, and V) to the combat elements of the battalion.

(6) Brigade Support Area. The BSA ([Figure 1-18](#)) is the logistical base for the brigade and contains FAST units as well as the trains (unit or field) of the light infantry battalion. These units provide sustainment operations for the brigade. They also provide storage for supplies and a holding capability for field services operations, when augmented.

The selected location should provide cover, concealment, trafficability and be defensible. The battalion field trains normally occupy the BSA under the operational control of the brigade S4 for security and rear battle operations.

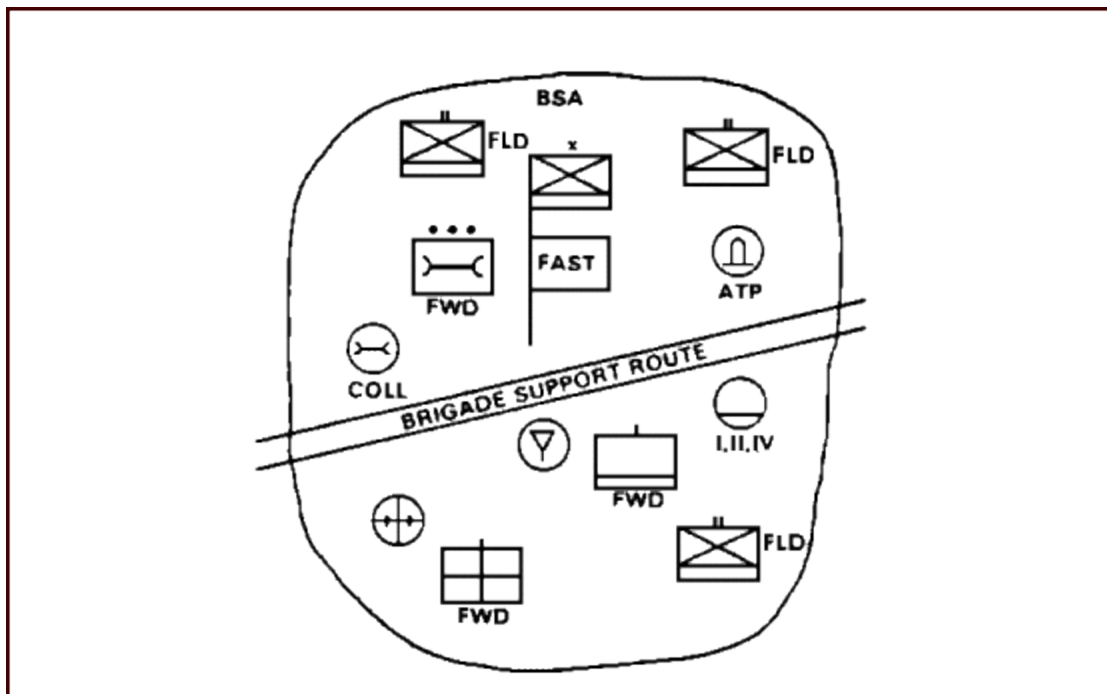


Figure 1-18. Brigade support area

(7) Forward Area Support Team. The FAST is a logistics task force organized from the functional battalions of the DISCOM to provide supply, intermediate forward maintenance, and medical support to the light infantry brigade.

The units of the FAST ([Figure 1-19](#)) are normally placed under the supervision of the FASCO, who serves as the DISCOM logistical operator within the brigade area.

The forward supply company has the following capabilities and functions:

- o Provides supply point distribution for Class I (rations) resupply.
- o Provides unit distribution of Class III (bulk petroleum) .
- o Provides an ATP for the distribution of Class V.
- o Serves as the supply support activity for resupply to the brigade of Class II (individual equipment and general supplies) , Class IV (barrier and construction materials) , and noncritical, non-maintenance exchange item Class VII (major end items) .

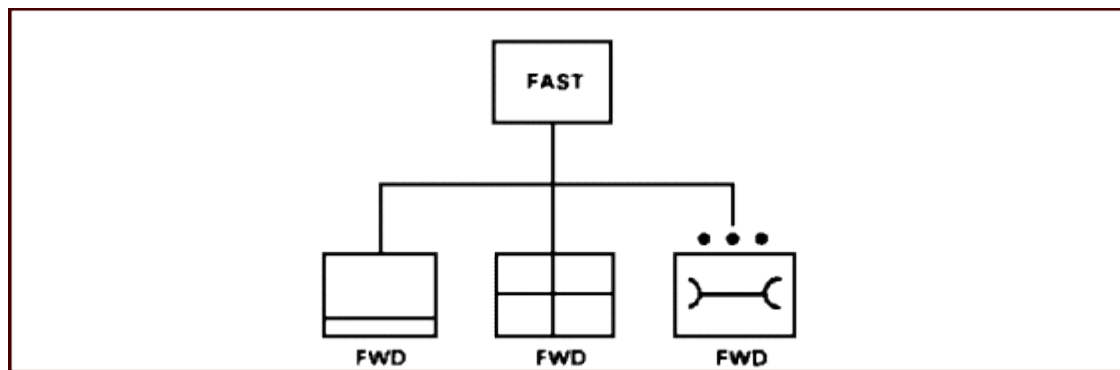


Figure 1-19. Forward area support team

The water section of the supply and transport battalion's HQ and supply company provides unit distribution of water.

The forward support maintenance platoon has the following capabilities and functions:

- o Provides intermediate forward-level repair for small arms and artillery.
- o Provides battle damage assessments for wheel vehicles and generators.
- o Provides technical inspection and fault diagnosis of wheel vehicles and generators.
- o Provides repairable exchange (formal direct exchange) .
- o Serves as supply support activity for repair parts, PLL, resupply. (Does not stock items; passes requisition to DSA.)
- o Serves as the source for maintenance exchange items (MEI) .
- o Evacuates unserviceable repairable and MEI.

- o Provides intermediate forward-level repair for wheel vehicles, generators below five kilowatts, and radios, when augmented with an automotive repair section, a power generation repair team, and a communications electronic repair team from the maintenance battalion.

This should be a normal augmentation during deployment and lodgement phases. The forward support medical company has the following capabilities and functions:

- o Provides ground ambulance evacuation from the medical platoons of the light infantry battalions.
- o Provides treatment of soldiers with disease and minor injuries, triage of mass casualties, initial resuscitation or stabilization, advanced trauma life support, and preparation for further evacuation of ill or wounded soldiers.
- o Provides treatment squads capable of operating independently of the forward medical company, or to reconstitute a battalion aid station.
- o Provides emergency dental care.
- o Provides resupply of medical supplies (Class VIII) to units operating in the brigade area.
- o Provides patient holding for up to 20 soldiers who will be able to return to duty within 72 hours.

(8) Battalion Trains. The decision to organize the battalion CSS elements into unit trains, or echelon them into field and combat trains, is based on the commander's operational concept. The normal arrangement when the battalion is conducting combat operations is to place the field trains in the BSA. For responsive support, the combat trains are located where the S4 and S1, operating in close proximity to the TOC, can keep abreast of battalion needs. Under this organization, time-consuming operations, such as hot meal preparation, unit-level maintenance, separation of ATP ammunition into deliverable loads, and the filling of water or fuel cans is accomplished in the relative security of the BSA. The support platoon leader, as the battalion's logistics operator, supervises operations in the field trains and coordinates resupply and other support with the FASCO. The S4 controls the combat trains, which are light and mobile, by moving them as necessary to keep critical items and medical support as close as possible to the combat elements. He coordinates locations and times for forward resupply operations with the companies.

(9) Resupply Operations. Within the light infantry battalion, resupply operations are characterized by reconstituting basic loads to sustain the battalion.

(10) Basic Load. A basic load for deployment consists of the following:

- o A three-day supply of rations. Each soldier carries a two-day supply and one additional day's supply is carried by the battalion support platoons.
- o A one-day supply of potable water. Each soldier carries one gallon. An additional 1.4 gallons per soldier is carried by the battalion support platoons.

- o A two-day supply of fuel and packaged petroleum, oil, and lubricants (POL) .
- o One set of NBC protective clothing with a capability (if required) for a second set (to be carried by the battalion support platoon or echeloned farther back, based on IPB and the commander's mission analysis) .
- o A one-day supply of ammunition.

(11) Supply Classes. Supply Classes I, II, III, IV, V, VI, VII, VIII, IX, and X are discussed in the following subparagraphs.

(a) Class I (Rations and Water) . All battalion elements deploy with a basic load of rations and water. The quantities will quantities outlined under paragraph 4b(10) ("Basic Loads") apply. Once the BSA is established, rations are provided to the brigade by the FAST forward supply company. Quantities are based on unit strength.

The supply company issue point issues rations (a combination of tray packs and MREs for three meals) based on the tactical situation. If the situation permits, A or B rations may be issued. Since deliveries to the BSA issue point come from the corps support unit, every effort should be made to provide a ration cycle request at least 24 hours before desired delivery.

The brigade mess team attached to the battalion picks up the rations and prepares hot meals. The prepared rations are then delivered to the company supply sergeants in the field trains. Water will probably be delivered forward in water cans filled at the field trains from collapsible water drums or pillow tanks. The forward supply company will deliver water to the battalion field trains, and the attached mess team will have water trailers to draw water directly from the water point. Depending upon the environment, water may be one of the most critical supply items in the area of operations.

Units should always be prepared to use natural water sources (to include its purification) to help reduce the logistical burden. In an area where each soldier should use between three and 12 gallons of water per day, resupply will be a constant challenge. If routine delivery is insufficient, company supply sergeants and headquarters company combat platoon sergeants may have to keep water moving forward constantly. Air resupply of water cans or bundles of full canteens may be routine. Refilling each soldier's water container as often as possible is mandatory.

(b) Class II (General Supplies) . General supplies include expendable administrative items, individual clothing and equipment, tentage, and other items authorized by common tables of allowance (CTA) . All units deploy with enough of these items to last until routine resupply can be established. Some Class II items will be packaged in preconfigured unit loads (PUL) for quick replenishment. Others will be requested individually through the forward supply company in the FAST.

(c) Class III (Fuel and Packaged Petroleum Products) . The battalion will deploy with enough fuel in vehicle tanks and spare fuel cans, along with enough

packaged POL, to operate for at least two days without resupply. Once the FAST forward supply company arrives and establishes a resupply point in the BSA, routine resupply is started. The supply company will establish a point where individual vehicles can be refueled, and it will deliver fuel to the battalion field trains.

The infantry battalion support platoon should establish a fuel point in the field trains using its collapsible fuel drums. These drums should be placed in operation as soon as the field trains are established and prepared to receive fuel from the forward supply company tank and pump units as they arrive in the area. This will give the infantry battalion a fast method to refill fuel cans (which may be the only way to resupply the mortar and antitank platoons' vehicles) . As long as the battalion field trains are stationary, the collapsible drums should be kept full by deliveries from the forward supply companies.

Exchanging empty fuel cans for full ones will probably be the normal method for resupply within the infantry battalion. Packaged POL products will be maintained by the FAST forward supply company and requested as needed. The infantry battalion should not attempt to stock more than a two-day supply because of transportation constraints.

(d) Class IV (Construction, Barrier, and Fortification Materials) . Allowances for these items are not prescribed. Requisitions for Class IV items normally require command approval and are submitted through command channels. Class IV consists primarily of preconfigured hasty fortification and barrier material palletized in 100-meter increments to simplify handling and requisitioning. Class IV in the division is limited and is stocked in the division support area and at corps.

The Class IV stockage in the division is determined by the division commander and managed by the supply management section of the headquarters and supply company. If available, preconfigured unit loads of Class IV are throughput via COSCOM transportation assets to be issued by the FSC using supply point distribution. Class IV is transported by division or corps directly to unit field trains, combat trains, or work sites, as the situation allows.

(e) Class V (Ammunition) . The battalion deploys with a basic load of ammunition which must be replenished once combat operations begin. The FAST forward supply company will establish an ammunition transfer point in the BSA. Light infantry battalions draw all their ammunition from the ATP during low-intensity conflict operations. During mid- or high-intensity operations, battalions may have to draw small arms ammunition from an ammunition supply point (ASP) , which may be located in the division rear area.

The light infantry battalion support platoon has two ammunition squads with three vehicles and trailers to keep ammunition resupplied. The mortar and antiarmor platoons must assist in their resupply. Normally, one ammo squad would be positioned in the battalion combat trains for quick resupply, while the other squad works the ATP pickup and breakdown into deliverable loads. If necessary, air resupply may be coordinated to deliver ammunition from the ATP or field trains to forward combat units.

(f) Class VI (Personal Demand Items). Class VI supplies consist of Army and Air Force Exchange Service items for sale to troops and other authorized individuals. This class of supply should not be confused with the ration supplement or sundries pack. The sundries pack is composed of items necessary to the health and comfort of troops (essential toilet articles, confections) . This packet is issued in theaters of operation through Class I channels, pending establishment of adequate service facilities.

(g) Class VII (Major End Items). Class VII for battalions is limited to maintenance exchange items and other combat essential items necessary to support combat readiness of systems selected by the division commander. Those Class VII items designated critical are transported in a ready-to-use condition to the BSA or using unit. Noncritical, non-MEI items are requested and handled as normal supply transactions. They are normally delivered to the BSA and picked up by the battalion support platoon or delivered to using units by division assets.

(h) Class VIII (Medical Supplies). Medical supplies are obtained for the battalion by the medical platoon from the FAST forward medical company located in the BSA. Medical platoon vehicles conduct Class VIII resupply by backhauling supplies during normal medical evacuation runs.

(i) Class IX (Repair Parts). Class IX repair parts support for the battalion is provided by the brigade. Battalions request supply support for all Class IX requirements (less quick service supply [QSS] and major Class IX subassemblies) by submitting single line requests for issue or turn-in to the brigade maintenance section. Low-dollar-value, high-demand parts (light bulbs, wiper blades, and common bolts and nuts) are obtained from the repair parts QSS without formal requests. Repairable exchange items (to include components and subassemblies) are handled on the basis of an exchange of the unserviceable item for a serviceable item. If an unserviceable item is not available for exchange, the brigade will submit a single line item request.

(j) Class X (Nonmilitary Items). These items are intended to support nonmilitary programs, such as agriculture and economic development. Those not included in Classes I through IX are requested, obtained, and delivered the same way as Class IV items. Maps are requested through the FAST forward supply company. Their distribution is based on a plan established by the S2.

(12) Logistic Package Technique. One technique for resupply of a light infantry battalion is the preconfigured LOGPAC, a standard resupply package. The composition of the LOGPAC is based on the mission and environment, with the main variables being rations, water, and ammunition. The battalion SOP establishes the resupply cycle, but LOGPAC resupply should be conducted before and immediately after each combat operation.

If the combat operation tempo increases dramatically or the operation plan indicates more than 24 hours will be required to reach the objectives or accomplish the mission, units must be prepared to operate independently without resupply for extended periods. Air resupply should be considered to

maintain adequate supplies of such items as ammunition and water if it does not impact negatively on the combat operation.

Delivery of LOGPAC items to support a rifle company depends on a vehicle with trailer controlled by the company supply sergeant. The trailer should be loaded with TOE equipment that is not needed for the current mission. The vehicle is used to transport rations, water, and fuel, and to evacuate (or return) small equipment items to (or from) maintenance. Ammunition resupply is performed by ammo squads in support platoons. They make two trips per day if the intensity of combat requires daily basic load replenishment. How and when this is done depends on METT-T. However, the scenario described below (or variations on it) provides the base for a plan.

Scenario: This scenario describes a light infantry battalion conducting combat operations in a low- to mid-intensity conflict situation with battalion trains echeloned.

The LOGPAC vehicles have returned to the field trains after resupplying forward elements. The water and fuel collapsible storage drums have been filled by the FAST supply company. The mess team attached from the brigade mess section has drawn rations. The ammunition (ammo) squad that was originally positioned with the field trains has returned from the A TP with a quantity of ammo that has already been broken into loads for delivery forward. The unit maintenance team in direct support of the battalion from the brigade maintenance section is positioned with the field trains. A sequence of actions follows (some would occur simultaneously) :

- o The support platoon leader calls the battalion S4 on the battalion admin-log net to let him know that he has arrived safely at the field trains with all LOGPAC vehicles and personnel. He then directs the ammo squad leader, who was with him on the LOGPAC mission, and the company supply sergeants to move to the fuel and water point to refuel their vehicles and fill fuel and water cans.
- o Once the returning vehicles have topped off fuel and water containers, the support platoon leader requests resupply of fuel and water from the FAST. (This may already have been scheduled in anticipation of the need.)
- o Returning vehicles then move to the unit maintenance team to conduct after-operations checks and to have unit-level maintenance or repairs performed.
- o At the mess team location, the company supply sergeants upload rations required for the next LOGPAC mission.
- o If the next LOGPAC is to include a hot meal, this is normally loaded last (just before movement) .
- o The ammo squad leader reports to the support platoon leader after his vehicles clear the maintenance area to receive instructions for ammo pickup. The ammo sergeant will have prepared the ammo request (DA Form 581) in coordination with the support platoon leader who received an estimate of requirements from the battalion S4 during the last LOGPAC.
- o Ammo vehicles move to the ATP under the control of the ammo squad leader. Once they have received the ammo from the ATP, they return to the field trains for instructions.

- o The ammo squad that was originally positioned with the field trains has moved to the combat trains to be ready if combat intensity increases.
- o When appropriate, the support platoon leader issues a warning order for the next LOGPAC mission. A time is established for issuing the LOGPAC operations order. With the company supply sergeants assembled, the order is issued with the route and SP time announced. If a hot meal is part of the LOGPAC, it is loaded in preparation for movement.
- o The support platoon leader conducts a pre-mission check of LOGPAC vehicles and personnel.
- o Under control of the support platoon leader, the LOGPAC vehicles move out to the combat trains to link up with the ammo squad previously positioned there. Upon arrival at the combat trains, the support platoon leader reports to the battalion S4 for instructions.
- o The vehicles dedicated to each company are linked up with an ammo vehicle to form the company LOGPAC. The company supply sergeant is in charge of both vehicles.
- o The battalion S4 has coordinated a time and location for the LOGPACs to link up with their respective companies. The established location of the linkup is called the logistics release point (LRP) .
- o The company supply sergeants move their LOGPACs to the LRPs as directed by the support platoon leader. The companies secure the LRP, receive the vehicles, and guide them to the location the executive officer or company first sergeant has selected for the company resupply operation. The company first sergeant supervises and controls the operation until it is completed. He coordinates the company commander's request for future LOGPACs, such as hot meals, special equipment, or supplies. The supply sergeants then return with their LOGPAC vehicles to the combat trains, where they are debriefed on the operation by the support platoon leader and briefed for the return trip to the field trains.
- o The support platoon leader notifies the ammo sergeant at the field trains that he is going to the field trains. He requests the ammo squad in the field trains to be prepared to move on his order. After final coordination with the battalion S4 (and S1 if he needs information carried to the personnel and administrative center [PAC] or personnel staff NCO [PSNCO]) , the LOGPAC vehicles under the support platoon leader return to the field trains.
- o The support platoon leader reports to the battalion that he has arrived safely at the field trains with all vehicles, equipment, and personnel.
- o After an update briefing by the support platoon leader, the ammo squad in the field trains moves out to the combat trains. LOGPACs for the scout platoon can be added to one of the companies or carried by the support platoon leader, depending upon the scout platoon mission and location. The mortar and antiarmor platoons may send vehicles back to the combat trains to link up with the support platoon leader or may send them directly back to the field trains. This will be mission-dependent.

(13) Air Resupply. This should always be considered to augment the LOGPAC procedure or to reduce the transportation burden of the support platoon. Support platoon personnel should be expert slingloaders.

(14) Field Services. The FAST in direct support of each brigade will not have clothing exchange, bath, salvage collection, laundry and renovation, or bakery services unless nondivisional teams augment the DISCOM. Request for these services should be coordinated by the brigade S4 with the division G4 when the mission dictates. Graves registration is a unit responsibility. Each unit must be prepared to collect, identify, and (if necessary) temporarily dispose of the remains. Hasty burials may be required.

(15) Transportation. Transportation assets for the light infantry battalion are austere, and their use requires prioritization and sound planning. Requests for additional ground transportation should go from the battalion S4 to the brigade S4, who coordinates with the FASCO. The FASCO requests transportation from the movement control officer (MCO) in the DISCOM headquarters. Air movement will be coordinated by the S3.

(16) Medical. The physician assigned to the medical platoon has two major responsibilities. First, he is the battalion surgeon and medical advisor to the commander and staff. Second, he is the primary physician in the treatment squad. His assistants for planning, administration, and logistics are the medical service corps officer and the medical platoon sergeant assigned to the maneuver battalion medical platoon. The squad is provided with its own vehicles to provide a high level of mobility, and they do not adopt a stationary posture. The field medical assistant and platoon sergeant maintain the platoon headquarters, which is normally located in the battalion combat trains area. When the platoon headquarters and the treatment squad are collocated, they form the battalion aid station.

The medical platoon headquarters manages the assigned medical assets for support company, ground, and air ambulance evacuation for modular reinforcement or reconstitution. The treatment squad is normally employed as close to the battle as operational circumstances and terrain permit. This squad has the capability to operate in a single or split mode (forming two treatment teams) as dictated by the tactical environment and casualty densities. Ambulance squads evacuate patients from the site of injury or from selected collecting points to the treatment squad locations. Combat medics are employed with the rifle platoons of the maneuver battalions. These medics must be prepared to care for wounded soldiers behind enemy lines where delays in medical evacuation are possible.

Evacuation frequently will bypass battalion treatment facilities as casualties are evacuated by air. Aeromedical evacuation in the combat zone should be used to the maximum extent possible. Normally, ground ambulances are used to evacuate those patients who cannot be evacuated by air. The specific mode of evacuation is determined by the patient's condition, aircraft availability, tactical situation, and weather conditions.

When both air and ground ambulances are available, specific medical factors are considered in determining which patients are to be evacuated by air and which are to be evacuated by ground ambulances. Normally, the physician treating the patient physician's assistant or aidman in the absence

of a physician) makes a determination. It is based on the medical condition of the patient, with primary consideration given to how the evacuation means would affect the patient's well-being. Intermediate medical treatment facilities in the treatment chain may be bypassed, as determined by the medical regulating officer, to meet the clinical needs of the patient.

(17) Maintenance. Unit-level maintenance for maneuver units is consolidated at brigade level. At the battalion level, there is a dedicated unit maintenance team from the brigade maintenance section. The battalion teams (from brigade) will routinely work out of the battalion field trains area. They will carry with them stocks of line-replacement units (LRUs) and quick-change assemblies (QCAs) , and procedures are established for repair parts delivery from the brigade-consolidated PLL section. The battalion team is responsible for repairing deadlined equipment that can be repaired in time to get it back into the current battle. If the item is extensively damaged, they will arrange for evacuation.

LESSON 1

REVIEW EXERCISE

Instructions

The following items will test your knowledge of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, study again that part of the lesson which contains the portion involved.

Situation: You are a member of the division's close combat maneuver force. The thrust of your unit's design is toward a very light, extremely deployable organization that responds to situations anywhere in the world. Your unit is capable of conducting the full range of infantry missions in all types of terrain and climactic conditions, against enemy light forces.

Use this situation to answer questions 1 through 5.

1. Your unit can operate against enemy heavy forces in close terrain where the advantages of enemy armor and vehicular mobility are
 - ☐ A. enhanced.
 - ☐ B. diminished.
 - ☐ C. negated.
 - ☐ D. uncertain.
2. Your unit's training capitalizes on fighting in what type of terrain?
 - ☐ A. Rough, restrictive.
 - ☐ B. Key.
 - ☐ C. Decisive.
 - ☐ D. Open, unrestricted.
3. Your battalion's operations officer assigns which of the following missions to your unit's scout platoon?
 - ☐ A. Installs, operates, and maintains FM (secure voice) battalion internal wire system and retrans for the command group.
 - ☐ B. Provides close and immediate fire support to the maneuver units.
 - ☐ C. Coordinates with rifle companies for support.
 - ☐ D. Conducts liaison.

4. You are employing mortars in section. How many mortars are there in each section?
- A. One.
 - B. Two.
 - C. Three.
 - D. Four.
5. You need to contact a medic in the combat medic section. To do so, you consult which of the following?
- A. Communications platoon.
 - B. Scout platoon.
 - C. Headquarters platoon.
 - D. Rifle platoons.

Situation: You are developing mission orders fundamental to a flexible command and control system. Use this situation to answer questions 6 and 7.

6. In your planning of missions orders, they must be planned to result in

- A. Nondirective control.
 - B. Command of control.
 - C. Directive control.
 - D. Control of command.
7. You develop a mission when you combine tasks with the
- A. purpose.
 - B. planning.
 - C. organization.
 - D. situation.

Situation: You are analyzing mission, enemy, terrain, troops, and time available (METT-T) factors. Time constraints do not allow you to make a detailed analysis of the enemy. Instead, you must make a hasty examination. Use this situation to answer question 8.

8. As part of your examination of the enemy, you consider which of the following data?

- A. What is he likely to do? How? When?
- B. Morale--esprit, experience, state of training, regular units or reserves.
- C. Capabilities--electronic warfare, chemical, nuclear, air, airborne, air assault, attack helicopter.
- D. Composition--armor, infantry (motorized or light) , artillery, attack helicopters, combat support

Situation: You are assessing your soldiers' esprit de corps and reviewing the types of personal problems for which soldiers have been counseled during the past year. Use this situation to answer question 9.

9. To whom do you refer for information concerning your soldiers' esprit de corps and the type of personal problems some have faced?

- A. Battalion chaplain.
- B. Command sergeant major.
- C. Liaison NCO.
- D. S1.

Situation: You are considering the units available to augment your own unit's combat capability. Use this situation to answer question 10.

10. Among the augmenting forces that you consider is

- A. antiarmor battalion (separate).
- B. artillery.
- C. engineer.
- D. psychological operations.

Situation: You are a battalion staff officer selecting combat support and combat service support units to augment a light infantry battalion. Use this situation to answer questions 11 and 12.

11. The battalion commander requires laser-guided antiarmor capability. You select artillery support from which of the following?

- A. Reinforcing (REINF).
- B. General force reinforcing (GSR).
- C. General support (GS).
- D. Direct support (DS).

12. You ensure that effective plans are prepared so battalions can deploy and operate for how many hours without external resupply?

- A. 24.
- B. 48.
- C. 72.
- D. 96.

Situation: You are ensuring that your unit's basic load is complete. Use this situation to answer questions 13 and 14.

13. You ensure that your basic load contains how many days' supply of potable water?
- A. One.
 - B. Two.
 - C. Three.
 - D. Four.
14. You require 1,200 meters of preconfigured hasty fortification and barrier material. How many pallets of this material do you requisition?
- A. Three.
 - B. Six.
 - C. Nine.
 - D. Twelve.

Situation: You require air movement for an operation. Use this situation to answer question 15.

15. With which of the following individuals do you coordinate air movement?
- A. S1.
 - B. S2.
 - C. S3.
 - D. S4.